



**MINUTES OF THE REGULAR SENATE MEETING
HELD ON AUGUST 14, 2020
VIA WEBEX**

Present: President LeBlanc; Provost Blake; Faculty Senate Executive Committee Chair Wilson; Parliamentarian Charnovitz; Registrar Amundson; Senate Staffers Liz Carlson and Jenna Chaojareon; Deans Bass, Feuer, Goldman, Henry, Jeffries, Lach, Matthew, Mehrotra, & Wahlbeck; Interim Dean Feldman; Acting Dean Feuer; Professors Agnew, Baird, Cohen-Cole, Cordes, Costello, Galston, Garris, Griesshammer, Gupta, Gutman, Johnson, Khilji, Kurtzman, Marotta-Walters, McHugh, Moersen, Mylonas, Orti, Parsons, Perry, Prasad, Rain, Roddis, Sarkar, Schumann, Subiaul, Suter, Swaine, Tekleselassie, Tielsch, Vonortas, Wagner, Wirtz, Yezer, and Zara.

Absent: Professors Borum, Eleftherianos, Lewis, and Rao.

CALL TO ORDER

The meeting was called to order at 10:05a.m.

APPROVAL OF THE MINUTES

The minutes of the July 17, 2020, Faculty Senate meeting were approved unanimously without comment.

President LeBlanc then read the following statement, authored by the Senate Parliamentarian and the Faculty Senate Executive Committee (FSEC), with which he indicated he concurred:

“A University Faculty Senate should be a forum of rigorous and open debate by the Faculty. Therefore, motions to close debate on pending resolutions should be withheld if possible until all Senate members have had an opportunity to engage in debate and to offer amendments. Whenever new resolutions are posted, members should review them and any Senate member who believes that an amendment is needed should, if possible, inform the sponsor of the resolution and the Executive Committee of the proposed amendment. The process for amending and debating resolutions is especially difficult and time consuming in a virtual meeting, and the Senate should seize opportunities to work together cooperatively between meetings. Although occasionally needed, the motion to close debate has the potential to be disrespectful to the ideals of shared

governance. In the opinion of the Executive Committee, the motion to close debate should not become a regular part of Senate practice in considering resolutions.”

INTRODUCTIONS

President LeBlanc introduced several new university leaders to the Senate:

Dean Barbara Bass joined the university in January as the Vice President for Health Affairs and Dean of the School of Medicine and Health Sciences (SMHS). She noted that she is looking forward to beginning deep, collaborative work across the university and noted her gratitude to and pride in the SMHS faculty, who have worked extremely hard as both caregivers and educators during the pandemic.

Dean Dayna Bowen Matthew joined GW on August 1 as Dean of the GW Law School (LAW). She echoed Dean Bass’s comments about joining the GW community and all the collaborative opportunities it brings. She noted in particular the strength and depth of the GW Law faculty and expressed her great sense of privilege at being part of the Law School community. She also remarked on the electrifying environment around the virtual return of the Law School’s students.

Professor Ilana Feldman is serving the Elliott School of International Affairs (ESIA) in the Interim Dean role. She thanked the Faculty Senate for their tremendous work over the past few months and the months to come in service of the university and its work to get through this difficult time.

Acting Dean Melissa Feuer is serving the College of Professional Studies (CPS). She has served the school as an adjunct faculty member and noted that she is also a proud GW parent. She expressed her gratitude for the opportunity to lead CPS during this challenging time while pursuing opportunities for expansion of the school with Provost Blake.

Jay Goff joined GW on August 1 as Vice Provost of Enrollment and Student Success. He noted that he is delighted to join the GW community and intends to focus on learning the campus and its community and resources. At the same time, he plans to focus on fostering student success and on student quality and diversity. In his engagements with faculty, he hopes to learn more about the excellence of GW, which comprises the value proposition of the university for GW.

RESOLUTION 21/9: On GW Course Intellectual Property and Digital Recording (Phil Wirtz, Chair, Joint Task Force on Intellectual Property)

Professor Wirtz introduced the attached resolution, which was inspired by a longtime collaboration across several Senate committees. Prior to Provost Maltzman’s departure from the Provost position, he was working on a revision to the university’s copyright policy, and the Senate committees on Appointments, Salary, and Promotion Policies (ASPP), Educational Policy, and Technology (EPT), and Professional Ethics and Academic Freedom (PEAF) have been investigating similar issues. The current resolution is not a revision of the university’s current [copyright policy](#). Professor Wirtz noted that that policy is somewhat old, and there is general agreement that it is in many ways insufficient to meet contemporary needs. He expressed his hope that the Senate will continue,

through the work of its committees and with the administration, ongoing deliberations over updating that policy.

The current resolution was inspired by the July 27 announcement that nearly all of GW's Fall 2020 classes will be held online and by the March 23 move of most Spring 2020 classes online. This led to the question of what happens to the intellectual property rights of the faculty when the university has directed that courses be delivered online. For example, Professor Wirtz noted, there is an obvious traceable (and recordable) record of a course when it is delivered online. The question is then whether the fact that the course was directed online changes in any way the intellectual property rights to which the faculty member delivering the course would have been entitled. This is the exclusive focus of this resolution, and Professor Wirtz noted that, in the course of vetting this resolution with numerous stakeholders, this issue was raised numerous times.

Professor Wirtz noted that the resolution, jointly offered by ASPP, EPT, and PEAFF, was authored by the Joint Task Force on Intellectual Property (JTIP). The resolution was vetted by the aforementioned three sponsoring committees, and feedback was obtained from the Office of the General Counsel, the Provost, the Vice Provost for Faculty Affairs, and a large number of independent faculty who wished to present their own views on this issue. In short, the final resolution includes input from a large number of constituencies.

As part of the vetting process for this resolution, JTIP received an enormous amount of feedback about the insufficiency of the current copyright policy to meet the needs of the GW community. Professor Wirtz circumscribed today the clear implication of the current resolution, which is in no way attempting to modify the university's existing copyright policy. This resolution's intent is to clearly state that faculty still hold now any intellectual property rights they held prior to the university's direction to move their courses online.

Professor Wirtz reviewed the resolution's Resolving Clauses (RCs), and the floor was opened for questions.

Professor Griesshammer noted that the scope and timeliness of the resolution is important; in particular, he applauded RC6, which directs the Senate to commission a review of any subsequent modifications needed in Spring 2021. He noted that this topic has implications for part-time and adjunct faculty and graduate teaching assistants (GTAs), among others, and that he does not want to see GW take advantage of a gap in its existing copyright policy for these personnel.

Professor Griesshammer directed his question to the administration. He noted that he likes the resolution's point on including language in syllabus around intellectual property and that it would be helpful if the administration could—within the coming week—provide faculty with template language on intellectual property that can be added to their syllabi. He stressed the urgency of this request as syllabi are being finalized now for the start of the semester in just over two weeks. Provost Blake concurred with this request and responded that his office will work on appropriate language to be provided to faculty.

Professor Zara commended all who worked on this resolution. He particularly noted that Professor Wirtz took the lead and put in an incredible amount of work over the past few weeks to ensure that this resolution would be thoroughly and completely vetted prior to its arrival on the Senate floor.

The resolution was approved by unanimous consent.

President LeBlanc expressed his thanks to Professors Wirtz and Gupta for their leadership on this resolution, noting that the administration has no interest in taking advantage of faculty on this issue. He added that the resolution addresses an important hole in the existing copyright policy.

Professor Gupta added his thanks to Professor Wirtz for an extremely thorough vetting process and his gratitude to the Senate for passing it.

RESOLUTION 21/10: On Research (Kausik Sarkar, Co-Chair, Research Committee)

Professor Sarkar introduced the attached resolution, noting that research is an integral part of GW's mission and was one of President LeBlanc's areas of strategic focus upon his arrival at GW. He particularly expressed his gratitude for the research ecosystem review that commenced shortly after President LeBlanc's arrival and involved a great deal of faculty participation. The Phase 1 and Phase 2 reports from this ecosystem review were provided to the President upon their completion. He thanked Professor Cohen-Cole for his work in drafting the current resolution, which outlines the need for increased faculty participation, under the principles of shared governance, around upcoming changes within the research organization.

Noting GW's aspiration to preeminence as a global research university, he referenced key resources (including the University Facilitating Fund and Research Enhancement Incentive Awards, among others) that support this endeavor and assist in GW's ability to attract increasing external awards. He further noted that it is important that GW not lose sight of its research mission during the pandemic. He commended the administration for its ongoing and thorough participation with faculty via the Senate Research Committee (ResComm) and the shared services group working on the research organization. Noting that the resolution was discussed in ResComm and FSEC meetings prior to being brought to the Senate today, he reviewed the RCs; the floor was then opened for questions.

Professor Griesshammer noted that he wholeheartedly supports this resolution but worries that it has been superseded by recent administrative actions to reorganize the research support structure. Some clauses should still be on record as Senate opinion, but some of the content has become moot. He noted that Sponsored Research Administrators (SRAs) have been restructured and that the Vice President for Research has resigned his position. Professor Griesshammer noted his particular dismay over this, as Vice President Miller was a champion of collaboration between the faculty and administration. It was under his leadership that the most recent structure was developed, and this structure has been working well across the university. He noted that it would therefore seem that recent administrative actions in this area are attempting to fix a problem that did not exist. He noted that the reorganization was announced during, not following, a comprehensive review by a working group of faculty. He referenced the ResComm meeting of July 24, at which the Provost's proposal of an SRA reorganization was met with vigorous pushback. He stated that the Provost then indicated that an administrative decision on this was two to three weeks away but that the decision was then enacted a week later, on July 31, by laying off SRAs in the Columbian College of Arts & Sciences (CCAS).

He added a comment of support for the CCAS SRAs, noting that they were laid off and told to reapply for new positions under the newly organized structure within three days. In the immediate aftermath of this upheaval, the CCAS SRAs convened a meeting on the very same day they received their notices to ensure that principal investigators (PIs) were covered during this critically busy time and that no delays would occur for impending award submissions, demonstrating their commitment to their work. Early August is the busiest time for grant submissions, with multiple deadlines, including NSF CAREER awards.

Professor Griesshammer also challenged the notion that the “pod” model represents a decentralization of the research support structure, noting that schools are being grouped together in pods. He also stated that the deans did not provide input about where in their respective areas cuts should be made but instead were told how many SRAs were to be eliminated within their areas.

Professor Griesshammer laid out six questions:

- 1) How much in savings is the SRA restructuring projected to realize in FY2021 and FY2022?
- 2) How much in savings is the Academic Technologies and Information Technology restructuring projected to realize in FY2021 and FY2022?
- 3) Will likely upcoming salary cuts apply to postdocs and other personnel who are fully funded by external sources?
- 4) Where does the SRA restructuring leave the Office of the Vice President for Research (OVPR)?
- 5) Can the administration enumerate three issues on which it changed its original plan following faculty and dean feedback?
- 6) How does the administration plan to evaluate the success of the SRA reorganization, and when will the results of this evaluation be available?

Professor Sarkar noted that he, as well as Professors Cordes and Wirtz, were part of the shared services committee on research and did raise the issue of centralization during these conversations. He relayed an anecdote of arriving at GW eight years ago and having an appalling experience with research administration. Following the faculty input-based research ecosystem review, he noted, this experience improved immensely three to four years ago. He noted that Vice President Miller and Senior Associate Vice Provost Gina Lohr immediately understood the implications of the review’s findings and worked hard to assure faculty that issues would be addressed and that Vice President Miller and Ms. Lohr have regularly attended ResComm meetings to engage on these issues. He added that the current resolution, and in particular the critical nature of school-based sponsored research support, was unanimously accepted by ResComm, which has been discussing and giving input on this issue all along.

Provost Blake noted that he began looking at and analyzing the research environment approximately eight weeks ago, spending five to six weeks meeting with Faculty Senate representatives and the deans. This work included looking at research expenditures and grants per staff member as well as general staff coverage for research in the schools (this found coverage to be light in the School of Engineering & Applied Science [SEAS] and almost entirely lacking in the School of Business [GWSB], and the School of Nursing [SON]). The Provost noted that he asked questions about qualitative challenges around research administration. Responses indicated that there was some interplay between decentralized units in the schools and centralized coverage at the OVPR level, and that there were very efficient areas as well as less efficient areas. He noted that, over the course of

these weeks of meetings, the models for a reorganized structure shifted several times with a consistent focus on a decentralized model.

The Provost stated that the final pod model selected retains research support staff at the school level and places leadership for the pods in the schools; it provides minimal cost savings but greater efficiency. The intent is that research proposals would be done primarily at the local pod level with less interaction at the central level; the bulk of the reductions is at the central level and not at the local pod level. The Provost noted that SRAs were given the opportunity to apply for positions under the new structure. Professor Griesshammer noted that, under the new structure, the pod containing CCAS is losing at least two SRAs (going from 14 to 12) under the new structure, resulting in what can only be called layoffs.

Professor Wirtz presented his personal view from his perspective as a member of the shared services committee on research. He noted that it is correct that the Provost entered this series of planning meetings with a fairly clear picture of where he would like the endpoint of the research support reorganization to be. That endpoint was modified only a little bit from the Provost's initial view, but it was modified through committee input, which included some considerable misgivings from Faculty Senators serving on the committee. He recalled that there was disagreement among the deans about potential negative effects of a change in the structure. This disagreement ultimately led the Provost to conclude that the original model he had proposed was viable. This does not take away from the fact that the misgivings faculty registered at these meetings were heard, but, ultimately, a greater weight was placed on the Provost's view that the pod model—as restructured—was a better reflection of where he wanted to go with this reorganization.

Professor Griesshammer requested that the remainder of his questions be addressed, and the Provost asked for parliamentary clarification on how best to proceed as he felt not all the questions directly related to the current resolution. Professor Griesshammer countered that these were all germane to the resolution, as amendments might be offered depending on the response. The Parliamentarian noted that the administration could offer to provide answers to the questions, if not during this meeting then after the meeting. He noted that it would be difficult to respond to questions of this nature in the moment, but if they are necessary to consider the resolution, then the resolution could be postponed to a future meeting. Professor Griesshammer noted that he would be happy to receive written responses to his questions and did not want to postpone consideration of the current resolution. Provost Blake responded that this is a fair request and added that the formation and staffing of the new pods is still underway with staff indicating their preferences for certain positions and the reorganization process ongoing.

Dean Bass clarified the timeline of Vice President Miller's position shift back to a leadership role within SMHS, noting that, when she arrived at GW and recognized the broad scope of her responsibilities, she immediately recognized that she would require a more elevated right hand at SMHS, particularly someone with a depth of experience in the research mission. She stated that she had already spoken to Vice President Miller about returning to SMHS in this capacity and had created a new position for this purpose by the time the Provost was beginning his work in the research shared services arena. She noted that Vice President Miller was the obvious person for this role; she recognized that this was a sizable request on her part and is delighted that he was willing to assume this responsibility.

Dean Goldman noted that the Milken Institute School of Public Health (GWSPH) has wanted to see OVPR leadership that has a more full-time commitment to the university as a whole. She agreed with Dean Bass's position, noting that GWSPH has a full-time dean for research, and, of course, the medical school also needs someone in this role. From her standpoint, she noted that the deans have been very much consulted through this process. She recognized that the roll-out of the process has happened very quickly, and this has caused a lot of angst. However, she noted that, having gone through this week with staff within GWSPH involved in interviews for the new organization, her view has been that staff are very eager to move things forward and see real value in the new pod model. No one believes that the way research is supported at GW is perfect or can't be further improved; the current support system is much better now than it was, but there is still a lot of room for improvement. She views the move forward to a new structure as being in this vein and noted that she participated in this process with a view to providing stronger research support across the whole campus.

Professor Sarkar added that existing research support systems are affected differently in different places by the reorganization into the pod model. He noted that his ResComm chair role means representing a larger body of faculty members than just one school. GWSPH did not want to change their operations, and they form one pod along with Biostatistics. SEAS, SON, and SMHS make up another pod, and GSHED, CCAS, LAW, GWSB, and ESIA form the third pod. He noted that there were discussions around some reduction of staff from the pod that includes CCAS and that concerns were raised around this issue.

Professor Cohen-Cole asked whether the shared services committee took into account the research ecosystem review (and the data it produced) that went on for two years prior to this reorganization. He also asked to what extent the decisions about the reorganization took into account input from the Associate Deans of Research (ADRs) and how much notice they had of the reorganization announcement. Professor Sarkar responded that he raised the issue of the research ecosystem review during the shared services meetings. This was a very comprehensive set of reports, and the Provost indicated that he would take it under consideration. Provost Blake confirmed that he did read and consider the research ecosystem review; he noted that the committee generally took a more quantitative approach, looking at workloads for each unit. He added that he indicated throughout the process where he felt reductions were likely as workloads were rebalanced. He affirmed that adjustments such as this involve difficult decisions but also afford additional opportunities, noting that he hopes to develop a Major Research Awards team at the central level. The new structure can support this type of endeavor. He expressed confidence that the new structure would work well as central staff relocate to the pods, providing additional local managerial opportunities.

The Provost noted that he met with the deans and with OVPR staff as well as with ResComm and a number of PIs but acknowledged a shortcoming in that a separate meeting was not held with the ADRs. Professor Sarkar noted that ADR issues were raised at the ResComm meeting a couple of weeks ago, and he noted that ADRs are part of ResComm and raised concerns through that committee. The Provost committed to addressing this shortcoming going forward.

Professor Mylonas noted that he has heard from various unofficial sources on two specific issues: 1) if salary cuts are introduced for staff hired through external grants, if it is known whether GW will renegotiate grants with lower salaries and adjusted cost-sharing for research staff; and 2) if there is a plan to centralize research institutes and reduce them to a much smaller number, and, if so, what would happen to the existing research institutes. Provost Blake responded that salary reductions will

focus on funds expended by GW and not those expended by external funders; as such, sponsored research faculty and staff are not expected to be impacted in the same vein as university-funded faculty and staff. He added that he is not aware of any plan to centralize and reduce the number of research institutes on campus; this is not part of current research reorganization plans. He noted that, if faculty recommend this as a point of investigation, that can be done, and he added that the university should be aware—as an institution—where and how investments are being made. He added that the focus of the current reorganization of research support focused only on sponsored award administration and that no conversations were held around research staff supporting specific institutes.

Professor Cordes requested clarification on the Provost's point around externally funded faculty and staff, asking whether they would indeed be treated differently than GW-funded faculty and staff with regard to furloughs and salary cuts. The Provost noted that, while these would need to be addressed on a case-by-case basis as external commitments may vary in their requirements, they will necessarily be treated differently.

Professor Wagner spoke in her capacity as a Director of Graduate Studies and underscored the importance of RCs 1 and 5. She noted how important it is that new models be equally or more effective than previous models (RC5). She pointed out that fluid funding between the Provost's office and the schools makes it difficult for deans to answer questions about future availability of funding and how it might impact student packages. It's therefore important that new mechanisms be demonstrably equal to or better than earlier mechanisms but also that rationales and timelines need to be made clear so that deans can clearly communicate to department administrators, who in turn need to communicate with students.

She also noted her appreciation of the inclusion of GRA indirect returns in RC1. These are often lost in the shuffle, and she wanted to make it clear that, in a moment when funding feels so precarious, that students slated to receive external funding actually do receive that funding.

Professor Sarkar recalled Professor Griesshammer's question on savings achieved via this reorganization. He noted that the Provost correctly pointed out that this effort is designed to be about efficiency more than about cost savings; however, some central positions were reduced, so there must have been some savings. Provost Blake responded that specific numbers around savings are not yet available as the reorganization process is ongoing. Some positions are being reclassified as they move from central administration into the pod model; some staff members may move into managerial roles within the local pod, and others may move into central roles. Until these moves have been completed, fully realized savings can't be identified. He noted, however, that he expects some savings will be realized.

Professor Perry asked how the Provost plans to embark on a search for the new Vice President for Research and what the timeline, consultation, and search might look like. Provost Blake responded that FSEC Chair Wilson recommended five individuals to be part of the search conversation. The Provost immediately agreed to involve those individuals and also suggested including Professor Alan Greenberg (who chaired the Research strategic planning committee) on the search committee. He expressed his gratitude to Senior Associate Provost Lohr for taking on an interim leadership role to permit a search process that is not rushed, particularly given the current financial climate. He plans first to hold forums to discuss the frame for the position, and he noted that the shared services committee expressed a desire for a generalist who can advise all areas of research (including the

humanities and social sciences). The Provost noted that he expects to launch this search committee within the next month or two. He added that the research shared services group has asked to stay engaged during the evolution of the pods; they will work in this area, and those individuals suggested by FSEC Chair Wilson and others will begin the work of framing a revised Vice President for Research position.

Professor Wirtz noted that there was an exchange between the Provost and some Senate members in which the Provost asked to be able to offer two amendments to the current resolution. As the Provost is not an elected member of the Senate and therefore is not empowered to offer amendments, Professor Wirtz requested the privilege of the floor to sponsor (without endorsement) these two amendments for the purpose of debate. Professor Wirtz's request was approved by unanimous consent, and the Provost presented his proposed amendments, which were provided with the posted agenda and are attached. He noted that his amendment to RC3 would allow flexibility for the inclusion of rigorous assessments beyond that provided by the research ecosystem review. His amendment to RC4 reflects his desire for the flexibility to accommodate the possibility that pre-pandemic resource levels are not necessarily the right levels. The amendments are related as RC3 would inform RC4 and may lead to the determination that levels should be higher than pre-pandemic levels. He commended ResComm's work on this resolution. Professor Wirtz offered both amendments on the Provost's behalf, and Professor Yezer seconded the motion to amend.

Professor Griesshammer spoke to the RC3 amendment, noting that the research ecosystem review is an ongoing process that provides a university-wide rigorous assessment and that he doesn't want to water down this clause—or the research ecosystem review—with other, unspecified assessments. He suggested that, instead, other assessments be folded into the research ecosystem review's ongoing process. Provost Blake responded that he would be fine with this, not having previously understood the research ecosystem review to be an ongoing effort. Professor Sarkar noted that ResComm has been clear that the research ecosystem review is a continuing process (as outlined in its executive report on this review) and is a largely faculty-driven effort that finds a lot of currency with faculty and PIs. He noted that, despite the excellent and collaborative job done by Professor Greenberg during the strategic planning process, many faculty were initially concerned about why a strategic planning committee on research was needed when the research ecosystem review was so comprehensive and faculty-driven. He asked that the Provost sustain the research ecosystem review process as led by ResComm.

Professor Orti applauded the spirit of the RC3 amendment but, referencing Professor Griesshammer's earlier comments, wondered whether this RC is obsolete given that the restructuring in this area has now already taken place. He wondered whether an amendment of RC3 might include the reversal or cessation of the current restructuring process until this discussion can take place. Provost Blake responded that the spirit of his amendment is for ongoing future assessments and evaluation.

Professor Cohen-Cole echoed Professors Griesshammer's and Sarkar's points about the research ecosystem review, underlining its rigor. He noted that the review included faculty input and work but also incorporated qualitative and quantitative surveys of faculty, ADRs, deans, and staff in the Provost and Vice President for Research offices as well as town halls and focus groups that informed the review. He noted that his concern with the amendment is that "other" university-wide assessments might be considered equivalent to the research ecosystem review. He suggested removing the amended language and clarifying the ongoing nature of the research ecosystem review.

On the RC4 amendment, Professor Cohen-Cole suggested further amending the clause's language to consider service levels that are commensurate with the needs of a global, preeminent research university and that are benchmarked against other peer institutions that aspire to that level.

Provost Blake responded that he would be happy to make these changes to his proposed amendments.

Professor Marotta-Walters noted her support for Professor Cohen-Cole's comment on RC3, noting that the research ecosystem review is a very good and primary example of shared governance in full operational mode. She moved to delete the Provost's proposed additional RC3 wording and add "ongoing" prior to "research ecosystem review." Professor Griesshammer seconded the motion, and Professor Wirtz accepting this modification to the amendment. Professor Marotta-Walters requested and obtained unanimous consent to modify Provost Blake's amendment and approve the resulting amendment to RC3.

Professor Wilson suggested replacing the word "maintain" with "achieve" in RC4. The Provost and Professor Wirtz accepted this change to the Provost's amendment.

Professor Cohen-Cole moved to revise the amendment to RC4 as follows: "The administration should consult with the Faculty Senate Research Committee to develop a plan to achieve a level of school-based resources for research that represents the needs of a preeminent global research university and is benchmarked against peer and aspirational institutions." The motion was seconded. Professor Cohen-Cole requested and obtained unanimous consent to amend RC4.

Professor Orti moved to add a new RC to read as follows: "Immediately reverse the restructuring of research administration actions recently taken by the Provost until such consultation takes place." Professor Marotta-Walters expressed her support for the spirit of the amendment but noted that she would not want to see the Senate on record seeking the global reversal of personnel actions already taken, given that they are governed by other distinct university and legal processes. Provost Blake added that it would be impractical to do this at this point in the process, noting that a lot of hard work has gone into establishing ways of evolving these structures as the process moves forward. Professor Yezer noted that, in order to reverse the personnel actions already taken, there would need to be some kind of detailed report suggesting that the actions taken constituted bad management—and that this is not an action the Senate should take. Professor Orti suggested modifying "reverse" to "revise" in his proposed RC. Professor Wirtz sought but did not obtain unanimous consent for this additional RC.

Professor Cohen-Cole suggested, in the spirit of the resolution and taking the previous objections into account, an alternate new RC that would read as follows: "Recommend that any future actions be fully discussed and analyzed by all stakeholders." Professor Galston suggested adding "before decisions are made" to the end of this clause. Provost Blake noted his support for the proposed RC but asked for clarification of the definition of "stakeholders" in this context. Noting that some concern was that the shortened timeline of this reorganization led to less discussion than might have occurred in a fully informed process, Professor Cohen-Cole suggested that this group should include ResComm, the ADRs, and other faculty groups. Professor Sarkar expressed his preference for clearly defined stakeholders; Professor Cohen-Cole suggested that this be defined as "at a minimum, this group should include the Faculty Senate Research Committee and the ADRs."

Professor Tielsch appreciated the tenor of the proposed RC but expressed concern about the phrase “at a minimum,” noting that this could be broadly read as including external stakeholders (including, for example, granting or regulatory agencies). Professor Cohen-Cole noted that he would be fine with deleting this phrase as the defined stakeholder groups would be aware of the issues and concerns involving external stakeholders. He suggested adding OVPR leadership to the stakeholder list, and Professor Tielsch suggested adding the deans as well.

Professor Wirtz asked whether “future actions” means actions as of the passage of this resolution, which might possibly include those decisions already made but awaiting formal implementation by Human Resources. Professor Griesshammer expressed his understanding that an action is not taken until the person or entity that is the subject of the action has been notified of the action. In this view, anything in the queue from the Provost’s office to Human Resources that has not yet reached the intended recipient, whether that be an individual of a deanery, would be subject to “future actions.”

Professor Wirtz noted that, in that context, he would seek unanimous consent for the new RC8, reading: “Recommend that any future actions be fully discussed and analyzed by the Faculty Senate Research Committee, Associate Deans for Research, Deans and OVPR Administration before decisions are made.” Unanimous consent was obtained for the new RC8.

The resolution as amended passed by unanimous vote.

RESOLUTION 21/11: On Salary Increases Accompanying Faculty Promotions (Murli Gupta, Chair, Appointments, Salary, & Promotion Policies Committee)

Professor Gupta introduced the attached resolution, noting that GW’s tradition has been that faculty promoted and granted tenure receive an appropriate increase in salary at the time of their promotion/tenure. This year’s notifications of promotion and tenure arrived without an accompanying notice of salary increase, presumably due to the current pay freeze; this will set these faculty back, base salary-wise, over the course of their careers, if increases due are not applied in a timely fashion relative to promotions. The savings realized from this particular salary freeze are reportedly approximately \$500K. This is an extremely challenging time for the university’s finances, and this resolution asks the university to provide some mechanism of providing salary increases to this population as soon as it is possible to do so if they cannot be provided at this time. He reviewed the RCs, and the floor was opened for questions.

Provost Blake commended ASPP for this thoughtful resolution and indicated his support for it. He noted that this has been a summer of excruciating decisions with a great deal of discussion around reductions, layoffs, and furloughs. He noted that the communication sent out to faculty noted that the university would consider moving forward with promotion increases around December, when more information about the fall and spring term finances is available.

Professor Yezer noted that the setting of a faculty member’s base salary at the time of promotion is a long-term decision, given that these faculty will presumably be compensated by GW for many years, and he asked why a short-term cash flow issue should drive a long-term decision. Professor Gupta responded that the resolution specifically requests that increases be awarded as soon as

possible, if not now. Professor Yezer challenged the idea that the university could not accommodate these increases, which represent a small piece of the overall university budget. He added that it is poor management to base a promotion salary decision on a short-term cash flow concern. Professor Cordes noted that he would have preferred (in principle) to insist that these increases be implemented now; the language of the resolution, however, is a practical recognition of the fact that many of these types of decisions have been deferred to the end of the fall term. He concurred with the need to make a strong statement on this issue as no guarantees have been provided about the restoration of these increases. Provost Blake added that placing the delay of these increases together with other compensation measures was a difficult decision but that the administration did decide to prioritize these increases for restoration.

Professor Griesshammer declared his personal interest in this matter, as he will submit a promotion dossier this year. He noted that he is torn on this issue, wanting to promote the values of solidarity and compassion and the idea of taking this type of hit together with others at the university while recognizing that faculty have earned their promotions and the associated salary increases. He wondered, though, whether this is the right moment to insist that this particular group receive its raises right now. If not, then RC2 becomes extremely important as it will make promoted faculty whole as soon as possible (and ideally retroactively) before doing anything else with regard to restoring compensation cuts.

Professor Zara declared his immediate vested interest as well, as he was recently promoted and was contacted by Dean Lach with congratulations but also with the notice that his salary increase would be delayed. Professor Zara expressed that he immediately understood this, given the present financial circumstances, and that he completely supported the decision to delay increases. He added that he would prefer not to have others lose compensation so he can receive slightly more. He expressed his wholehearted support for the resolution.

Professor Griesshammer moved to add “strive to” in front of “continue to” in RC1; the motion was seconded. Professor Griesshammer sought and obtained unanimous consent for this amendment to RC1.

Professor Yezer moved to add a new Whereas Clause (WC) to read as follows: “In general, long term compensation decisions should not be dependent on short term cash flow or operating results.” He also noted that he would like to move to drop RC2 and add, at the end of RC1, the words “regardless of short-term financial conditions.” By way of explanation, he noted that he would be willing to take a small pay cut in order to help ensure that promoted faculty receive their increases, which represent long-term contractual arrangements faculty have been working toward since their hire. He expressed his opinion that a long-term budget planning process should be undertaken to ensure that these obligations do not become budgetary afterthoughts.

Professor Gupta suggested that the proposed new WC might be appended to RC1. Professor Yezer liked this suggestion and suggested that RC1 be further amended to include the following as an extension of RC1: “In general, long-term financial compensation differentials should not be dependent on short-term cash flow or operating results.” Professor Gupta suggested that this be added as a new RC, and Professor Yezer concurred. Professor Yezer noted that, historically, faculty promoted in lean budget years have received lower increases than those promoted in stronger years, and this is not how these contractual obligations should be treated. Professor Cordes seconded the

motion to add this new RC. The President noted that he and the Provost are in complete agreement with Professor Yezer's point.

Professor Galston noted that she has no problem with the proposed language of this additional RC but pointed out that, while faculty may not care if they make a bit less, this is not necessarily true for staff. She noted that pay cuts under consideration would apply to all compensated individuals at the university, and this should be considered when determining how to apply these increases across the full employee base of the university. Professor Yezer responded that his redistribution suggestion was intended to apply differences in compensation within the tenured faculty only, and that a temporary reduction for the tenured faculty might also help staff avoid similar reductions.

Professor Wilson noted a late objection to the amendment passed on RC1, stating that "strive" indicates that falling short might be acceptable when, in fact, this should be accomplished and not merely attempted. He added that as long as the increase takes place in the current fiscal year (whether that be in December or March), he does not have a problem with a small delay. He suggested adding "this year" to the end of RC1 to clarify this point.

Given the amount of wordsmithing taking place on the floor, Professor Wagner moved to send the resolution back to committee to better incorporate the numerous suggestions being made. She expressed her support for the spirit of the resolution but suggested that it is now caught up in language issues that would be better addressed in committee. Professor Khilji seconded the motion. Professor Gupta expressed his frustration that amendments were not suggested prior to today's meeting, when they might have been incorporated into a revised resolution by ASPP prior to today's meeting, but he stated he would certainly bring the resolution back to ASPP for revision for the September Senate meeting should the Senate vote to send it back to committee. He asked that Senators send their input/suggestions to him as soon as possible so that they can be incorporated.

Professor Wirtz noted that original resolution came out ASPP with a very clear intent and that he doesn't think the original resolution is in any way deficient. While the Senate could wordsmith and pass it on the Senate floor, it should only be returned to committee if the majority of the group feels it is too fatally flawed to pass today.

A vote on the motion to recommit failed 20-10.

Discussion returned to Professor Yezer's amendment to add RC4 as noted above. Unanimous consent was requested and obtained for this amendment.

Professor Cohen-Cole referred to Professor Galston's earlier comment and noted an optics problem with the resolution in that it appears to support and prioritize faculty raises ahead of staff raises; he asked whether this resolution can be amended to address this issue. Professor Gupta responded that he is very sympathetic to what is happening at the staff level but that ASPP is a faculty committee of the Faculty Senate that is limited to dealing with faculty matters. The Parliamentarian expressed his opinion that a clause about staff would not be germane to the resolution as written (as it is specifically entitled to relate to faculty compensation) and would rule such an amendment out of order on those grounds. Professor Galston noted that her earlier objection was to the justification for the amendment and not its actual content.

Professor Cordes noted that equity does not necessarily mean that everyone is treated the same way as everyone else. An example of this has arisen today in the conversation about externally funded faculty and staff possibly not being subject to the same compensation reductions as internally funded faculty and staff. He noted his longtime support for GW's staff, but he noted that, in this context, faculty are different, and it is legitimate to address this issue in this manner.

Professor Wagner noted that she feels there is an important WC that could be added to this resolution and that she is feeling some pressure for the Senate to write something articulate and appropriate to the moment very quickly. She noted that this is a very important resolution but urged her colleagues to remember that this particular issue is happening in the broader context of layoffs and stress for all GW personnel. She noted that the Senate should be able to acknowledge this and send this message to the broader GW community—including the staff they work with every day. She expressed her desire to get this right and that she would be happy to participate in the crafting of a relevant clause to clearly express this. She noted that a short delay to accomplish this would not be detrimental to the intent of the current resolution. Professor Gupta responded that he would be happy to work on a new resolution around staff concerns but that this resolution addresses a specific concern around salary increases accompanying faculty promotions.

Professor Swaine noted that he supported the earlier motion to send this resolution back to ASPP. He suggested that one could economically and germanely express, as part of the current resolution, that this principle was not to be understood as prioritizing or establishing a hierarchy of faculty salaries over staff layoffs and salaries. He noted that such a statement would be entirely appropriate within the context of the current resolution. However, he did not support attempting to accomplish this in the moment but would have preferred to see the resolution returned to ASPP and other interested contributors for editing.

Given the extensive ongoing debate since the first motion to recommit and with the Parliamentarian's concurrence, Professor Swaine moved to recommit the resolution to ASPP with instructions to bring a revised resolution back to the September Senate meeting. Professor Cordes seconded the motion. The vote to recommit passed 17-10. Professor Gupta requested that anyone with amendment recommendations contact him with proposed text for ASPP to consider.

REPORT: Campus Master Plan Process Overview/Update (Mark Diaz, Executive Vice President & Treasurer and Chief Financial Officer)

President LeBlanc introduced the update, noting that the university operated under a master plan for its campuses, with the plans for the Mount Vernon (MVC) and Foggy Bottom campuses approved by the District. This represents the legal standing with regard to campus master planning. That is not what this effort is—this campus master planning process represents an effort to look (within the constraints of the current campus master plan and at future ambitions for GW's campuses) specifically at what the university should be doing and thinking about between now and the next date by which GW must submit a new ten-year campus plan to the District. He noted that the planning process is important as the thought process and actions around additions to the campus should be guided by a master plan. Beyond this, though, he noted that, in the last campus plan approval process with the District, the university secured certain rights to develop the campus. In order to maintain these rights, there are steps GW needs to take now and over next five to seven years. These steps require that decisions be made about the campus that fall within a broader

aspirational plan for the campus. This is what has motivated this effort as a part of the overall strategic planning process, to augment academic strategic planning efforts with a strategic plan for the campus.

The current process began in December 2019 and has been an ongoing process since then. GW engaged Cooper Robertson—a firm with extensive campus master planning experience—to guide the effort. Thus far, the campus master planning committee has conducted outreach meetings and town halls to engage the university community. President LeBlanc thanked Professor Costello for her ongoing work on the master planning committee as a faculty representative.

David Dent, Associate Vice President for Facilities Planning, Construction, and Management, provided a few data points before introducing Mike Aziz from Cooper Robertson to present an overview of the process at this point. In particular, Mr. Dent noted that the university has very good reasons for continuing this planning process even during an extremely challenging financial and operational time. Specifically, he reported that the 2007 campus plan provides GW with 3.4 million square feet in development rights. If the university achieves 70% vesting (meaning zoning approval from the District) of this total area by the plan’s 2027 renewal date, the remaining 30% is permanently vested. Currently, GW has developed about 43% of the available 3.4 million square feet (3,426,601 square feet, to be exact). This includes the GWSPH building, the SEH, District House, the GW Textile Museum, and 2100 and 2112 Pennsylvania Avenue development. Another 900K square feet (898,463 square feet, to be exact) will need to be approved by D.C. Zoning by 2027 in order to maintain all of the development rights contained in the 2007 campus plan. With that background information, he introduced Mr. Aziz to present the full update.

Mr. Aziz reviewed the attached slides and provided some context around the concepts outlined in his presentation. He noted that this process is a step toward GW’s goal of becoming a preeminent urban research institution; it informs but does not define investments in buildings and open spaces in the future. This is a framework for those future decisions and represents a very long-term plan, well beyond the next five to ten years. In particular, he focused on the five “big ideas” for Foggy Bottom and MVC (the Virginia Science & Technology Campus (VSTC) is in the mix in terms of considerations but is not being looked at in detail in this piece of the process). He noted that three key observations drove these ideas:

- 1) The Foggy Bottom campus lacks a coherent and cohesive identity. As is the case with many urban campuses, it has grown by accretion over time, which makes a consistent identity challenging. The campus is made up of a diverse set of building types, open spaces, and designs and lacks a “sense of place.”
- 2) The core of the Foggy Bottom campus (Kogan Plaza and its surrounding facilities) is an opportunity to create a space that is uniquely “GW.”
- 3) On the academic side, there is a clear message around the lack of space for collaborations across academic partnerships that support GW’s mission and goals.

Mr. Aziz then further explained the details behind the big ideas outlined in his presentation:

- 1) A diagonal that defines GW’s Foggy Bottom campus forms the major spine of the campus and provides an opportunity to create a signature space with a consistent and intuitive approach to signage, wayfinding, and other elements with a consistent campus design.

- 2) An opportunity exists to expand the “health district” in the northwest precinct of the campus—where engineering, medicine, public health, and ambulatory care facilities already exist—particularly should a new ambulatory care center be located in this area; an open space design here would center the Metro plaza as a grounding central element of this section of campus.
- 3) A unified campus core would unite H Street and Kogan Plaza in a more intentional way; there are six potential project sites around this area, and efforts are under consideration to make H Street a more curb-less, pedestrian environment (a fully car-free zone would need to move through a DC approval process).
- 4) A 22nd Street “innovation corridor” would join the eastern (humanities and social sciences) and western (physical and medical sciences) academic research centers; this area includes four potential development sites that would be intentionally interdisciplinary in nature.
- 5) The existing student life corridor along F Street needs an anchor on its eastern end given the large number of students living in this area of campus; to this end, Potomac Square could be redesigned from its current temporary nature into something very student-focused, with three potential building sites identified around it that could be developed into smaller living and learning communities, a health and wellness facility, etc.

President LeBlanc noted that he understood concerns around the costs involved and the rationale of continuing this process during a pandemic crisis. He reiterated the earlier point that GW has a clock under which it needs to think about how to exercise its vesting rights. This work began prior to the COVID-19 pandemic, and, despite the clear challenges the university faces, it is important to think about post-pandemic, long-term planning. He confirmed that there are no cost estimates on these projects yet and that the university has no plans to spend money on these ideas right now. This process will inform that planning when the pandemic has ended and the university can return to more concrete long-term planning.

Professor Wilson asked whether the Thurston Hall renovation project has anything to do with this planning exercise. The President responded that it does, in the sense that the Thurston project preceded this plan and assumes a significant number of first-year students living in the southeast quadrant of the campus. This fact necessarily drives how the university thinks about campus development in the context of student movement on campus.

Professor Wilson followed up by noting that the Thurston agreement with the Foggy Bottom community seems to include a commitment to shrink GW’s college population; he asked whether that is an accurate read of the agreement. The President noted that Professor Wilson is referring to the negotiation that took place with GW’s Foggy Bottom neighbors, primarily through the Advisory Neighborhood Commission (ANC), who ultimately then have input into the District and zoning commission when GW submits plans for approval at the District level.

For the Thurston project, the President noted, GW needed to negotiate a plan for how students could be housed outside of DC’s residency requirement (a formula requiring approximately 75-80% of GW undergrads live in on-campus residence halls). The President noted that the Thurston renovation plan was controversial to GW’s resident neighbors because it entails taking GW’s largest housing facility offline for two years, making it impossible for the university to house 80% of its students on campus during the renovation timeline. In order to accomplish the renovation, the university wanted to be able to house students in locations where GW wouldn’t typically be permitted to house undergraduates during the course of the renovation.

Because the ANC was agreeing to a temporary relief from GW's existing housing plans and residency requirement, it negotiated for some terms in return. These included where students would be housed, whether there would be Resident Advisors, and the timing limits of these arrangements. The ANC also asked for a financial penalty if GW didn't complete the Thurston project within two years.

These negotiations became a signed agreement between GW and the ANC, which in turn led to a revised agreement with the District around student housing. The President noted that the pandemic doesn't change everything with regard to this agreement and the longer-term campus plan requirements. He noted, for example, that it would be difficult to argue seven years from now that the vesting timeline set ten years earlier should be extended by two years because of time lost to the pandemic. However, requests for more immediate accommodations may be more sympathetically received; he noted that the agreement with the ANC was negotiated in good faith on both sides. The President noted that the 24-month timeline for the Thurston renovation was GW's conservative estimate of how long the work would take. This timeline assumes that the Thurston reopening date would be fall 2022 (the 24-month mark) but that work would be completed a few months prior to that point. The ANC agreed to this more conservative timeline in the agreement.

Professor Griesshammer noted that he understands the need to continue with campus master planning efforts and to consider life beyond the pandemic. He was very pleased to see the planned pedestrian zone on H Street as it simply formalizes the present reality that pedestrians already rule that sector. He asked about the four development opportunities Mr. Aziz noted along the 22nd Street corridor as well the six total sites at the campus core. He asked whether this might include closing off University Yard to the north as well as changes to Lisner Auditorium, Gelman Library, and the Smith Center. He asked what these development opportunities represent, particularly with regard to potential investments in athletics on the two campuses. He also noted that there are strong traditions around the university gates that should be factored into any plans to move those gates to other locations.

Mr. Aziz noted that the Smith Center would remain the home of the athletics program on the Foggy Bottom Campus. In the long term, it could receive a new entrance on 23rd Street, which is the much more public-facing side of the building; this shift in the main entrance would also assist with an internal reorganization of the building. At MVC, a potential training facility would be for academic and conference purposes and not for athletic training and competition. An MVC training center is being considered as the renovation of an existing building, or as a new building. Other developments would include improving the Lisner Auditorium loading dock (to better shield it from the Kogan plaza view) and a new student center facility. He noted, however, that no determinations have yet been made about which developments would be in the final plan; the plan is intended to present a few viable options but leave the decision about actual development decisions to the university at a later date.

Professor Cohen-Cole asked for confirmation that the 24-month timeline on the Thurston Hall renovation project begins only when students move into alternate housing locations. He also asked whether, under the voluntary neighborhood agreement with the ANC, GW has legally committed itself to cutting its enrollment by 20% by rebuilding Thurston with a lower student capacity. Mr. Dent confirmed that the 24-month clock is not triggered until there is some use of the three temporary housing options identified in the agreement. President LeBlanc responded to Professor

Cohen-Cole's second question, noting that he does not believe the university has committed to cutting its enrollment due to the Thurston renovation. He noted that the renovation will result in a reduction of beds in Thurston from around 1100 to around 850. Professor Cohen-Cole thanked the President for this clarification and expressed his relief that this project does not tie the university to a general enrollment change requirement.

Professor Cohen-Cole then asked whether there is an idea of what this kind of master plan, if implemented, might cost and how it would be financed. President LeBlanc responded that one of the final phases in the planning process is to attach numbers to some of the ideas in the plan. He noted, however, that the campus master plan is not a five-year build-out plan; this could easily represent thirty years of development and is a plan for strategically developing the campus over the long term. The plan represents long-term thinking, and he acknowledged that, during the pandemic, the plan can sound like a fantasy. He affirmed, however, that the university has to take some actions over the next seven years and must plan for those actions now despite the fact that it clearly has no intention of undertaking any of these major projects immediately. He added that the campus master plan has not been completed yet, let alone approved by the administration or the Board of Trustees. Over the next thirty years, ideas from an approved plan may be implemented—some projects may have enormous benefits over time and not cost very much (e.g., campus wayfinders). He added that the development site map displayed today indicates where GW has rights to develop; it doesn't dictate where GW must or will want to develop. Rather, it indicates a set of options for the long term that allows the GW community to think about how it experiences the campus and what changes would be more desirable and effective.

Professor Roddis noted that GW has a [Strategic Campus and Facilities Master Plan website](#), which is the home site for this effort. She noted that this planning effort is meant to be the first time that there is a comprehensive GW campus development plan that looks at uniting its three campuses under one planning effort. She noted that she did not see this reflected in today's presentation and asked how this is being accomplished. She also asked whether any of the documentation shared today will be posted to the website in draft form. Mr. Aziz responded that campus unification work happens in two phases. He noted that it begins with identifying and clarifying the programmatic purposes of MVC and balancing that with the Foggy Bottom Campus. This will then be expressed in the more detailed architectural streetscape and landscape guidelines, and the process is simply not yet to that point. Work began at a very high level, and the process is just approaching thought processes around standards recommended for these concepts at both MVC and Foggy Bottom. President LeBlanc added that the plan in its current form is being shared first with the Senate.

Professor Yezer asked whether the university will give up on using a couple of buildings in the endowment (that are presently leased but will revert to the university in the near term, including one on F Street) for academic purposes over the near term. President LeBlanc responded that, ultimately, these land leases are expiring in the near future and are ultimately optioned back to the university as leases expire. He noted that the property F Street is in negotiations for a continuation of the existing lease, and no near-term decisions are planned for these spaces.

Professor Wilson appreciated this comprehensive update but noted that he still has concerns about Thurston's seemingly extravagant renovation. He asked whether there might be any flexibility for revising the renovation so that it is a less expensive and ambitious plan. He added that he is also concerned about the cost tier requirements for living in a renovated (and more expensive) Thurston Hall. President LeBlanc responded that GW already has one of the most complicated sets of

residence hall systems in the country; this is why housing costs jump from a student's first to second year. He noted that the university has been working to simplify this and has dramatically reduced the number of tiers in its residential housing stock. The tiers haven't yet converged to one price, and this may not be possible given that some housing options include kitchens, which set up imbalances in what a student then needs to pay in dining costs. He closed by noting that the Thurston renovation plans are not extravagant when compared to what exists at other, competing schools.

UPDATE: Fall/Financial Planning Updates (Thomas LeBlanc, President, and Brian Blake, Provost)

The President opened his remarks by noting that, by now, everyone is likely very familiar with the latest adjustments to GW's fall plans. He noted that many universities who made early decisions hedged on a hybrid model are now moving to all-virtual plans and that GW is very much in the mainstream when it comes to an all-virtual fall semester. University leadership has spent the last several weeks working quickly to provide more information to the community and answer questions. As part of this process, nine forums were held for members of the community, including for faculty. They were recorded and are available on [GW's new fall website](#). The President acknowledged that the new fall approach has created additional changes and challenges for GW's faculty, and he thanked the Senate and their faculty colleagues for their partnership and their dedication to GW's students.

He indicated that he would briefly note a few of the most important updates since the Senate's July meeting, after which he would ask the Provost to comment more on academic planning.

Move-in began this past week for a very limited number of early-arriving students, and it will continue on a socially distanced basis throughout the month. The university expects to have about 500 students on campus who have extenuating academic or personal circumstances, and they will live in private bedrooms with very limited sharing of common spaces. They are expected to adhere to all public health guidelines --including masking, social distancing, and quarantining and testing as required.

On testing, the President noted he was very pleased to report that GW has officially received an Emergency Use Authorization from the FDA for COVID-19 testing at the university's lab in the Science and Engineering Hall (SEH). This is a major accomplishment and critical milestone for GW's ability to test the on-campus population and implement fall plans—and it is thanks to public health faculty and leadership that it was achieved.

The President also noted the recent communication sent regarding access to campus. To continue to protect health and safety, beginning August 28, access to all of GW's campuses will be limited to only those who have special permission to be on campus. Students not already approved to live on campus are advised not to come to campus, and staff currently teleworking will continue to do so until further notice. The Provost's Office is working with the deans to identify faculty who will need access; Provost Blake can provide more information on that process.

On fiscal planning, as Provost Blake, CFO Diaz, and the President wrote recently, the university is now expecting a gap between expected revenue and expenses of over \$200 million this fiscal year, so measures to address this gap have become more urgent. Reviews and restructuring of administrative unit functions and staffing remain underway, with the goal of completing these efforts by the end of

August. These efforts include very difficult decisions about position eliminations and layoffs that have taken on additional urgency given the financial implications of the university's fall scenario. Those directly affected are being notified as actions occur.

Late in July, the university also announced that, following a comprehensive review, the determination was made to reduce its athletics teams from 27 to 20, effective at the conclusion of the 2020-21 academic year. This decision was made to ensure GW is providing a world-class student-athlete experience and supporting a sustainable number of teams in achieving excellence. While this review was underway before the pandemic, its effect made this work more urgent. While this is disappointing for many of GW's student-athletes and others, the university is honoring all existing athletics scholarship aid for the affected student-athletes and is providing other support.

In addition, after consultation with Senate leadership and the Board, university leadership also recently announced the temporary suspension of the university's base and matching retirement contributions, effective in October. The President expressed his understanding that this is tough news coming at a stressful time for the GW community, but this step is being taken to continue to protect the university's core academic mission. He also emphasized that this suspension is temporary; this action will be reevaluated in December as the university assesses its financial situation following the conclusion of the fall semester.

Finally, the President noted, as the Senate knows, the pandemic and its effect on our financial situation have been very fluid. The expectation is that the university will need to implement additional temporary measures to address the budget gap, and additional options are being discussed with Senate leadership and the Board. President LeBlanc recognized the desire for additional information and noted that the university will continue to communicate updates as soon as possible. In all of these actions, he noted, GW will prioritize the safety and care of its community and will preserve its core academic mission.

The President then asked the Provost to provide more details on the academic side of the university's fall and fiscal planning.

The Provost opened his comments by noting that the resident student population will include students in clinical and studio classes who have facility-specific requirements for their degree progress. The university has received a number of questions from students and parents about the possibility of introducing a pass/fail option as was implemented in the spring. Right now, there are no plans to move to a pass/fail option, but the Provost indicated he is willing to revisit this topic should new considerations warrant it. This position also reflects the consensus of the deans.

Last week, the university sent a request to faculty asking them to register with Faculty Affairs if they have plans to be on campus at any time in the fall. He noted that he is strongly encouraging faculty to remain off-campus and teach remotely, if at all possible, in order to permit the university to limit the number of campus spaces that need to be cleaned and included in contact tracing processes. However, a small number of faculty will need to come to campus for in-person courses or research in GW's labs. The registration allows the university to keep track of overall numbers on campus and who will need to have regular COVID-19 testing. Thus far, there have been approximately 700 total requests thus far; subgroups of requests reflect the reasons for needing to be on campus (e.g., teaching, sponsored research activities, access to books/offices). Limiting campus access for the fall

term will greatly help contain the requirements for testing and tracing on campus. As the President noted, restricted access will begin August 28.

The Provost invited Vice Provost Goff to provide an enrollment update. Vice Provost Goff noted that GW has repurposed some communication tools typically used during recruitment to create a new outreach and rapid response effort to ensure deeper contacts with the enrolled student population. He reported that a daily enrollment tracking and monitoring group is meeting every morning to identify microtrends as well as required responses and actions. This is helping the enrollment group look at unique student support pieces it hadn't considered previously as well as any unintended consequences of implemented changes.

Vice Provost Goff noted that the university has just completed the first round of financial aid repackaging. These decisions were sent out last night, and the office is fielding numerous calls to answer questions and help students with special circumstances (including appeals).

He noted that GW now has well over 25K unduplicated students registered for the fall term; this number is increasing as more students register. He added that he is encouraging everyone involved with the registration process, including advisors, to engage with students at each contact point. The office is working to have all students registered by end of the day on August 19. Vice Provost Goff indicated that he has observed a decline of 4-6% in GW's overall headcount. Some populations and programs have been hit more heavily (e.g., programs with heavier international enrollments, first-year students choosing to defer but indicating they plan to stay with GW). He noted that some increases in graduate and online programs are being observed as well.

Professor Tekleselassie asked how decisions about layoffs and furloughs are being communicated to affected groups. He noted that many staff are very worried and that, when decision processes and communications are not transparent, this can be an even more unnerving and emotional experience. He further asked what steps are being taken to ensure that layoffs are being minimized and used as a last resort. President LeBlanc responded that layoffs are a sensitive and extremely difficult issue. He indicated that the university has not enacted any significant furloughs (temporary work reductions) to date. He added that the Human Resources organization and its policies (including those dictating severance payments) govern procedures in this area, and he noted that the university is trying to be as humane as possible through the process. Under the present circumstances, separations cannot be done in person, which would be the optimal and typical way to proceed. He noted that there has been no institution-wide communication around layoffs because each unit is working individually on this. He noted that some areas were already undergoing assessments and work in shared services areas prior to the onset of the pandemic. He expressed his hope and expectation that this work would be completed within the next couple of weeks, noting that present actions are being taken within the scope of what is currently understood about the financial impact the university faces.

Provost Blake provided two examples of how this process is unfolding. In one case, a manager may consolidate two positions into one. In the other, a major rescaling of a category of employees may result in a larger number of layoffs at one time. He added that he has great empathy for both the employees and managers in these situations.

Professor Wirtz, referencing enrollment, noted that the fall reduction in enrollment now seems smaller than previously anticipated by the administration. He is consequently not sure why the budget gap projection is still as large as it is. He added that, at least within his own school, the

enrollment projections appear to have been much closer to where the university has actually landed. He suggested that the university appears to be trying to centralize something that belongs in the domain of the deans, who seem, at least in his experience with the GWSB dean, to have better information about enrollments than the central office. He stated that there is a lesson to be learned from these attempts to constrain deans in ways that don't make sense, noting that associate deans—and by extension the deans—know best what is going on with their students after being in daily contact with them. The Provost agreed in principle with Professor Wirtz's points. He responded that he could have opted for more optimistic projections earlier in the enrollment process but maintained his belief that he didn't have this luxury, given very fluid and uncertain circumstances, and needed to be more conservative in his forecasts.

Vice Provost Goff added that the enrollment office surveyed all deposited students earlier in the summer and asked them what they would do in the event GW moved to virtual instruction in the fall. Of those responding, 30-40% said this shift could change their enrollment decision. He noted that his office has learned from its new, more intensive communications with students and from its work on microtrends is that the primary connection students point to as key in their decision-making is exactly what Professor Wirtz pointed out: specifically, that one-on-one interaction with faculty made students feel most connected to GW. These outreach efforts clearly matter. He noted that GW will take a hit on new students this year, especially on the deferral side (with students who are committed to GW but don't want to start their GW experience remotely).

Professor Wirtz noted that this underscores his primary point, that this has all been very well predicted, at least within GWSB, by the associate deans. He added that there seems to be a misunderstanding at the central level with regard to what the numbers are, and he encouraged the central administration to understand importance of the deans and their knowledge base around the students' intentions. Vice Provost Goff responded that the present crisis is definitely testing GW's brand, and everyone is learning how committed students are to the GW experience.

Professor Wagner noted that the GW Faculty Association is saying that salary cuts of 10% or more are on table. She asked whether this is true and what the parameters are around such cuts; faculty want to understand this process better and obtain some clarity around the specifics. Provost Blake responded that he has had this conversation with the Fiscal Planning & Budgeting (FPB) committee; he stated that 10% is in the ballpark for these discussions and noted that faculty salary reductions would be graduated and progressive across salary bands. He added that the first set of mitigation activities addressed a budget gap under its fall operating scenario 1; the university now needs to move into additional mitigation measures under a mix of operating scenarios 2 and 3. Decisions around further mitigation efforts will necessarily be driven by evolving budget shortfall projections.

Professor Costello asked what required testing will look like for those teaching on campus and when testing information will be made available. Provost Blake responded that he anticipated beginning testing next week for the concentration of resident students, followed by faculty who are registered to be on campus, including VSTC personnel. He noted that the testing plan is close to finalized, and individuals will be contacted early next week with the process.

Professor Griesshammer noted that he is under no illusion that the university needs to look at anything but the full range of financial mitigation options. He noted, however, that the university has a messaging problem. He referenced the principles that apply during emergency situations: do no harm, be truthful, and be forthcoming with information. He noted that the Board of Trustees has

been conspicuously absent in reaching out to the GW community and showing compassion for what they are going through. He noted an unfortunate visual in the latest GW Today email, which stacked a headline about the hire of the new marketing vice president with one about layoffs. Another example was the communication around a 10% tuition reduction; many students, he noted, were under the impression that they would pay 10% less when the reality is that only full payers would realize that level of discount. On the positive side, he cited the recent announcement about a tiered fee structure for parking. He also suggested that the administration communicate its own sacrifices better, noting that many people don't realize that administrative pay cuts include elements such as bonuses, deferred compensation, and other non-salary elements. Finally, he added that the email announcing the athletics program reduction didn't mention what savings would be realized through cuts to these programs and how those savings would be reinvested. The President responded that some savings from the athletics budget will return to the university as a whole; he noted that part of the challenge around athletics wasn't just the cost of individual teams but also the number of athletes placing burdens on the services available for athletes at GW.

Professor Cohen-Cole noted that, with regard to GW's competitors, many faculty have been hearing from their counterparts that GW's peer universities are not seeing enrollment declines like those at GW, and that GW is alone in contemplating retirement and salary reductions. He asked whether GW perhaps laid off employees too hastily in the face of now-improving enrollment numbers. He also asked whether the President told the Board that it was his intention to cut salaries on top of retirement benefits and, if so, how much he indicated he planned to cut. Finally, he asked whether GW is indeed cutting compensation more than its peer schools and how this might translate into a negative impact on GW's rankings—and what the President's calculation was of what impact an announcement of such cuts would have on the US News & World Report rankings.

President LeBlanc responded that the fiscal shortfall issue has been discussed this issue with the FSEC and with FPB as well as an itemized list of ways it might be mitigated (including the retirement contribution suspension and potential furloughs and salary reductions). These same estimates were shared with the Board. He stated that he does not feel it is not a fair characterization, as was earlier suggested, that the central administration doesn't know what it's doing with regard to enrollment, noting that the Provost is meeting with the deans with incredible frequency. He noted that the enrollment office has in fact received a great deal of information from deans on graduate enrollments, but, he added, undergraduate enrollment has been a centralized operation all along. The data for this population now is coming into clearer focus now than it was just a few weeks ago as it is based on actual registrations. Projected graduate international enrollment projections were largely driven by the knowledge of which students were already in the U.S., as those outside the country are extremely unlikely to be able to come to campus. He noted that all US News rankings next year will be extremely uncertain as many of the ranking measures are based on data that will be unavailable or wildly off the norms. These measures matter, but the coming year will be an extremely unusual year for reported numbers from all schools. He added that he is sharing the same options with the Board that have been shared with the FSEC and FPB, so the trustees therefore have the same list of mitigation options.

Professor Mylonas asked whether faculty who have children at home and may need to teach from campus might be accommodated. The Provost responded that, while some limited spaces have been identified on campus that could be used at least for recording classes, the strong preference is that faculty teach from home. He understood, however, that there may be some situations in which this

is especially challenging, and case-by-case requests for exemptions will be considered. He added that the libraries will help with this effort.

Professor Wilson asked what base number of enrollments the 4-6% decline references, He also noted that he would personally be happy to reach out to students as an individual faculty member but that initiatives like this need to be facilitated at the central level. Mr. Goff responded that the 4-6% number he referenced was based on the total university enrollment of 25-26K (graduate and undergraduate combined). In terms of the traditional first-year class, this decline will be higher. Some programs, especially those with higher international populations, will see a much greater decline in numbers this fall. Provost Blake added that graduate enrollments are flat following an initial projection for an increase. He noted that early projections were for around 10K undergraduate students (new and returning). Earlier projections suggested a little over 7K undergraduates, but more recent numbers are pointing to numbers over 8K. Current projections are in the 8300-8700 range, which represents a 10-11% decline. When registrations close and payments arrive, there will be further clarity on this.

Regarding Professor Wilson's second question, Provost Blake noted that he had delegated student contacts to deans, who in turn reached out to faculty to initiate student contacts. He suggested that it is possible not every faculty member was included in this effort, but these efforts were based on an earlier suggestion from Professor Wilson.

GENERAL BUSINESS

- I. Nominations for election of new members to Senate standing committees
A quorum was lost by this point in the meeting; three nominations for the FP&B committee will be approved by the FSEC at its August 21 meeting.
- II. Reports of the Standing Committees
None.
- III. Report of the Executive Committee: Professor Arthur Wilson, Chair
Professor Wilson referred the Senate to the attached FSEC report.
- IV. Provost's Remarks
 - Several of GW's Political Science faculty have been closely involved with the advocacy efforts on the behalf of a GW graduate student detained in Belarus a day ago. The Provost expressed his great pride in these faculty members and his strong hope that the student would be released as quickly as possible.
 - The six-year graduation rate will likely be 84% for the cohort that entered GW six years ago; this is a record high and represents an excellent achievement for the faculty who retained, educated, and graduated these students.
- V. Chair's Remarks
 - GW is one of 90 sites across the U.S. that will partner with the National Institutes of Health to enroll participants in a trial testing the efficacy of the

Moderna COVID-19 vaccine. These trials are the first Phase 3 human trials for a COVID-19 vaccine in the U.S. and will be the basis for deciding if the vaccine is sufficiently safe and effective to move into wider use. GW's site aims to enroll 500 of the planned 30,000 participants. Faculty and leadership from SMHS and GWSPH have collaborated to make this important contribution possible.

ADJOURNMENT

The meeting was adjourned at 3:30pm.



A RESOLUTION ON GW COURSE INTELLECTUAL PROPERTY AND DIGITAL RECORDING (21/9)

WHEREAS, The university Copyright Policy¹ states that “Under federal copyright law, copyright protection exists for ‘original works of authorship fixed in any tangible medium of expression, now known or later developed, from which they can be perceived, reproduced, or otherwise communicated, either directly or with the aid of a machine or device.’ The copyright exists from the moment the work is fixed in a tangible medium of expression”; and

WHEREAS, the university Copyright Policy further specifically recognizes that “lectures, audio and video recordings, and other lecture-based material” (hereafter labelled “Intellectual Property”) “may be subject to copyright protection”; and

WHEREAS, beginning Monday, March 23, 2020, the university moved most Spring 2020 GW classes online for the duration of the Spring semester; and

WHEREAS, on July 27, 2020, the university announced that nearly all Fall 2020 classes would be held online; and

WHEREAS, faculty members have a direct interest in all course-related intellectual property and associated derivative works (such as new courses which include such property, in part or in whole), including intellectual property associated with online courses and their derivative works and courses for which there is a “virtual presence” and/or digital footprint associated with the university’s Spring 2020 semester, Fall 2020 semester, and any subsequent semesters; and

WHEREAS, the university Copyright Policy further states that:

“Generally, when the Faculty, Librarians or Students, in pursuit of their normal scholarly, professional, or academic responsibilities, including normal use of the university's physical facilities, by their own initiative create copyrightable works, the copyright and any resulting royalties vest in the Faculty, Librarian, or Student as author of the copyrighted work.” (emphasis added);

“The university makes no claim of ownership of copyright in textbooks or other instructional materials in any medium, including electronic and multimedia materials, unless said materials have been made with Substantial Use of university resources or qualify as Works Made for Hire” (emphasis added)²; and

WHEREAS, the university Copyright Policy defines “Substantial Use” as: “that use of university laboratory, studio, audio, audiovisual, video, television, broadcast, computer,

computational or other facilities, resources and Staff or Students which...entails a Faculty member's or Librarian's use of such resources that are not ordinarily available to all or virtually all Faculty members with comparable status in the same school or department or to all or virtually all similarly situated Librarians.” (emphasis added); and

WHEREAS, the university Copyright Policy defines faculty Work Made for Hire as “a specially commissioned work created by a Faculty member or Librarian within the scope of employment, as set forth in a specific written agreement between the Faculty member or Librarian and the university”; and

WHEREAS, the university Copyright Policy further states: “[A] transfer of copyright ownership by a faculty author to the university shall not be required under this *Works Made with Substantial Use of University Resources and Transfer of Rights to University* if a work has been created with Substantial Use of university resources in accordance with the request or direction of the university or with the approval referenced in Policy Statement on Prior Approval, unless the faculty author and the university have entered into a specific written agreement governing copyright ownership with respect to the work” (emphasis added); and

WHEREAS, in the absence of a formal agreement to the contrary, recordings of course-related intellectual property do not fall under the “Substantial Use” or “Works Made for Hire” provisions (as identified above) of the university’s Copyright Policy;

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

- (1) According to the university’s Copyright Policy, in the absence of a formal agreement with the individual Faculty member, the copyright to all intellectual property (as defined above, including all audio and video recordings of class-related sessions and activities) and any other course materials including the syllabus and the organization or arrangement of a course on a website, Blackboard, or other course management system) created by the Faculty member or members, including previously stored course-related intellectual property for which there is a “digital footprint” (including but not limited to prior courses stored on Blackboard or any other platform), vests exclusively and solely with the Faculty author(s) of said intellectual property, including the right to determine use of the property in contemporaneous or subsequent offerings of the same or different courses; and
- (2) The mere fact that a recorded lecture or other course material, including the syllabus and organization of a course, is stored on a university resource (such as a Blackboard server), or was authored using resources ordinarily available to all or virtually all Faculty members with comparable status in the same school or department, does not entitle the university to lay claim to copyright of said intellectual property in the absence of a formal agreement with the faculty owner under the “Works Made for Hire” or “Substantial Use” provisions of the university Copyright Policy; and
- (3) All members of the university community are reminded that copyright protection restricts use

of course-based intellectual property (including recordings) without the explicit permission of the faculty owner(s); and

- (4) No university administrative official may compel any faculty intellectual property owner to complete a formal “Work for Hire” agreement regarding course-related intellectual property; nor may any university officials make appointments of contract faculty conditional on work for hire arrangements; nor may any tenure, promotion, or merit considerations be made contingent on work for hire arrangements;
- (5) Faculty are encouraged to facilitate authorized use of course materials for educational purposes by their students, and with that principle in mind, to include in their syllabi clear guidance as to what the faculty member considers to constitute permissible or impermissible use of course materials of which they are the intellectual property owner, including recordings of class sessions featuring instruction authored by the faculty; and
- (6) In the Spring semester of 2021, the Senate shall commission a review of any subsequent modifications needed.

Senate Committee on Appointments, Salary, and Promotion Policies
Senate Committee on Educational Policy and Technology
Senate Committee on Professional Ethics and Academic Freedom
August 4, 2020

Adopted by the Faculty Senate
August 14, 2020

¹<https://compliance.gwu.edu/copyright>

²The university Copyright Policy also provides for works that are created within the scope of a Sponsored Project. These works are not germane to this Resolution.

encl. Appendix: Resolution Background

Appendix: Resolution Background

Over the past several years, at least three Standing Committees of the GW Faculty Senate (Educational Policy & Technology; Appointments, Salary, and Promotion Policy; Professional Ethics and Academic Freedom) have conducted independent discussions regarding the ownership and control of materials generated by faculty members of their own initiative and incorporated into GW course presentations. Such material is often included as one component of the broader class of materials known as “intellectual property”, the legal rights to which are prescribed under U.S. law. Of particular interest in these discussions are two types of materials: (1) those that employ university facilities or personnel (such as instructional designers) in their creation, and (2) those that are digitally recorded on or presented using university resources (including “course management systems” such as Blackboard).

In extensive discussions with the Senate Educational Policy Committee, former GW Provost Forrest Maltzman articulated the GW administration’s view that all intellectual property questions associated with GW courses fall under the university’s Copyright Policy, which is available for download at <https://compliance.gwu.edu/copyright>. Interested readers are encouraged to familiarize themselves with this Policy.

Of particular importance, the “Introduction” section of the GW Copyright Policy notes that “Generally, when the Faculty, Librarians or Students, in pursuit of their normal scholarly, professional, or academic responsibilities, including normal use of the university’s physical facilities, by their own initiative create copyrightable works, the copyright and any resulting royalties vest in the Faculty, Librarian, or Student as author of the copyrighted work.” The Introduction goes on to note that “For Faculty and Librarians, the university only claims ownership of the copyright if the work qualifies as a Work Made for Hire, or if the work’s creation required Substantial Use of university resources.” (The Copyright Policy explicitly defines the term “Faculty” as “All those individuals listed in Part I, Section B of the Faculty Code”: i.e., “full-time faculty members with the title of university professor, professor, associate professor, assistant professor, and instructor who are tenured or tenure-track, and non-tenure-track full-time faculty members who are on a renewable contract, do not hold either a regular or tenured appointment at another university, have a nine or twelve month appointment and who have contractual responsibilities for all of the following: research, teaching, and service.”)

This introductory paragraph of the Copyright Policy (the intent of which is also reflected in Section 4.6 of the Faculty Handbook) conveys the default provision that copyright of intellectual property presented in a Faculty member’s lectures vests exclusively with the Faculty member unless the work qualifies as a “Work Made for Hire” or if the work required (or requires continued) “substantial use of university resources.” (The university Copyright Policy also provides for works that are created within the scope of a Sponsored Project. These works are not germane to this Resolution.)

Work Made for Hire

The university has found it convenient to engage in specific “Work Made for Hire” contracts with specific Faculty members to promote objectives of mutual benefit. With regard to GW courses, this occurs most commonly in special contracts to develop the materials for and create the presentation

of online courses, and may include a provision for conducting a certain number of instances of the online course.

The ownership and control rights of any intellectual material included in the course are typically explicitly defined in the Work Made for Hire contract, and are therefore rarely in dispute. Concern has been raised, however, that some Faculty members have felt pressured or compelled by university administrators to engage in Work for Hire agreements that abrogate their default intellectual property rights under the university Copyright Policy. Resolving Clause 4 of the proposed Resolution speaks directly to this concern.

Substantial Use of University Resources

The university Copyright Policy states that “Ownership of copyright in materials created by Faculty, Librarians, Staff or Students with Substantial Use of university resources shall be transferred by the author(s) to the university in accordance with *Transfer of Rights to University*, unless the university agrees, in writing, to waive or alter its rights. Notwithstanding the foregoing sentence, a transfer of copyright ownership by a faculty author to the university shall not be required under this *Works Made with Substantial Use of University Resources* and *Transfer of Rights to University* if a work has been created with Substantial Use of university resources in accordance with the request or direction of the university or with the approval referenced in *Policy Statement on Prior Approval*, unless the faculty author and the university have entered into a specific written agreement governing copyright ownership with respect to the work.”

In essence, this provision of the university Copyright Policy states that, even if a “work” (including a lecture or class presentation) has been created with “substantial use of university resources” (as formally defined in the Copyright Policy), a transfer of ownership of the property to the university is not required if it was created at the request of the university.

This provision is particularly important in the context of the COVID-motivated mandate by the university administration that all Spring 2020 GW courses move to an online instance beginning on March 23, 2020. Resolving Clause 1 of the proposed Resolution specifies that the copyright to any such material placed online remains exclusively vested in the Faculty member.

Additionally, because on July 27, 2020, the university announced that nearly all Fall 2020 classes would be held online, Resolving Clause 6 provides for a review of the copyright protection provisions in the Spring of 2021.

In Summary

- Resolving Clause 1 establishes the default principle that the copyright to a particular Faculty member’s course-related intellectual property which is placed online vests exclusively with that Faculty member;
- Resolving Clause 2 underscores the principle that merely storing Faculty intellectual property on a university course management system such as Blackboard does not trigger the “substantial use” provisions of the Copyright Policy (and the concomitant restriction on Faculty intellectual property rights);

- Resolving Clause 3 reminds the university community of the intellectual property protections provided by the university's Copyright Policy and by US Law;
- Resolving Clause 4 speaks to the prohibition on university administrators of compelling a Faculty member to engage in a Work for Hire arrangement which would abrogate or restrict a Faculty member's intellectual property rights;
- Resolving Clause 5 acknowledges that some Faculty members may wish to surrender some of their intellectual property rights with respect to course materials, and that the course syllabus provides an appropriate vehicle for specifying the conditions under which such rights are surrendered;
- Resolving Clause 6 recognizes that the present Resolution is inspired by the exigencies imposed by COVID-19, and specifies a review timeframe for the Resolution.

Joint Task Force on Intellectual Property:

Mina Attia (PEAF)

Jamie Cohen-Cole (PEAF)

Gaetano Lotrecchiano (EP&T)

Christine Pintz (EP&T)

Margaret Plack (ASPP)

Lisa Schwartz (EP&T)

Morgan Stoddard (PEAF)

James Tielsch (ASPP)

Philip Wirtz (ASPP), chair



A RESOLUTION ON RESEARCH (21/10)

WHEREAS, the mission of The George Washington University since its founding includes scholarly research¹ and the university's reputation, ranking and ability to attract talented students and faculty depend on the continued conduct of such research by undergraduate, graduate and post-doctoral students in collaboration with faculty; and

WHEREAS, the President and Trustees rightly set the university to aspire to preeminence as a comprehensive, global research university² and President LeBlanc has backed research at GW by maintaining University supported funds for research including the University Facilitating Fund (UFF), the Humanities Facilitating Fund, Research Enhancement Incentive Awards (REIA), full indirect return on GRA positions, and Cross Disciplinary Research Fund (CDRF) which together have been associated with consistent increases in research output; and

WHEREAS, GW has an existing portfolio of federal and non-federal grants, contracts, and cooperative agreements which are awarded to the university contingent on the institution providing continued support and oversight as required by the 2CFR200 and related federal guidance, and removing, disrupting, or weakening the basic oversight controls and ability to adhere to cost principles may jeopardize current funding and current research projects; and

WHEREAS, fairness, equity, consistency, and transparency are hallmarks in the assignment of faculty responsibilities for research, scholarship, teaching, and service; and

WHEREAS, the research ecosystem review launched by President LeBlanc found that locating research administrators in the schools was most effective; and

WHEREAS, the research ecosystem review in each of its phases noted the importance of dedicated time to the conduct of research;

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

- 1) President LeBlanc be commended for his support of the university support for research including the UFF, REIA, HFF, CDRF, and full indirect return on GRA positions, which each are necessary for the continued conduct of innovative research; and

¹ <https://www.gwu.edu/university-mission-statement>

² <https://strategicplan.gwu.edu>

- 2) GW should maintain and reaffirm its investment in and commitment to research and adopt a policy of “do no harm” to the existing research infrastructure it has achieved in the last several years; and
- 3) The number of research administrators and their location whether in the schools or in central, should be determined by research and data, such as provided in the ongoing research ecosystem review, into what is most effective; and
- 4) The administration should consult with the Faculty Senate Research Committee to develop a plan to achieve a level of school-based resources for research that represents the needs of a preeminent global research university and is benchmarked against peer and aspirational institutions; and
- 5) Changes or cuts to any funding mechanism for graduate students come only after first identifying new mechanisms that will be equally or more effective; and
- 6) Research-related workload policies be evaluated within and across the schools with formal mechanisms for faculty input as is consistent with university policies regarding shared governance; and
- 7) Any changes in support or resources contemplated by the university be implemented in such a manner that existing proposals and awards are allowed to continue under at least the level of support with which they were established and to which GW committed itself at the time of establishment or submission, in particular with regard to graduate student tuition support and indirect cost return; and
- 8) Recommend that any future actions be fully discussed and analyzed by the Faculty Senate Research Committee, Associate Deans for Research, Deans and OVPR Administration before decisions are made.

Faculty Senate Research Committee
July 24, 2020

Adopted as amended by the Faculty Senate
August 14, 2020

See Resolving Clauses 3 & 4 for amendments to be offered during the August 14 Senate meeting



Faculty Senate

A RESOLUTION ON RESEARCH (21/10)

WHEREAS, the mission of The George Washington University since its founding includes scholarly research¹ and the university's reputation, ranking and ability to attract talented students and faculty depend on the continued conduct of such research by undergraduate, graduate and post-doctoral students in collaboration with faculty; and

WHEREAS, the President and Trustees rightly set the university to aspire to preeminence as a comprehensive, global research university² and President LeBlanc has backed research at GW by maintaining University supported funds for research including the University Facilitating Fund (UFF), the Humanities Facilitating Fund, Research Enhancement Incentive Awards (REIA), full indirect return on GRA positions, and Cross Disciplinary Research Fund (CDRF) which together have been associated with consistent increases in research output; and

WHEREAS, GW has an existing portfolio of federal and non-federal grants, contracts, and cooperative agreements which are awarded to the university contingent on the institution providing continued support and oversight as required by the 2CFR200 and related federal guidance, and removing, disrupting, or weakening the basic oversight controls and ability to adhere to cost principles may jeopardize current funding and current research projects; and

WHEREAS, fairness, equity, consistency, and transparency are hallmarks in the assignment of faculty responsibilities for research, scholarship, teaching, and service; and

WHEREAS, the research ecosystem review launched by President LeBlanc found that locating research administrators in the schools was most effective; and

WHEREAS, the research ecosystem review in each of its phases noted the importance of dedicated time to the conduct of research;

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

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¹ <https://www.gwu.edu/university-mission-statement>

² <https://strategicplan.gwu.edu>

- 2) GW should maintain and reaffirm its investment in and commitment to research and adopt a policy of “do no harm” to the existing research infrastructure it has achieved in the last several years; and
- 3) The number of research administrators and their location whether in the schools or in central should be determined by research and data, such as provided in the research ecosystem review [and other university-wide rigorous assessments](#), into what is most effective; and
- 4) The administration consult with the Faculty Senate Research Committee to develop a plan [to maintain a level of school-based resources for research that represents the best service for our community of scholars](#); and
- 5) Changes or cuts to any funding mechanism for graduate students come only after first identifying new mechanisms that will be equally or more effective; and
- 6) Research-related workload policies be evaluated within and across the schools with formal mechanisms for faculty input as is consistent with university policies regarding shared governance; and
- 7) Any changes in support or resources contemplated by the university be implemented in such a manner that existing proposals and awards are allowed to continue under at least the level of support with which they were established and to which GW committed itself at the time of establishment or submission, in particular with regard to graduate student tuition support and indirect cost return.

Faculty Senate Research Committee
July 24, 2020



A RESOLUTION ON SALARY INCREASES ACCOMPANYING FACULTY PROMOTIONS (21/11)

WHEREAS, The *Faculty Code*¹ states that “As general practice, a promotion shall be accompanied by an appropriate increase in salary”; and

WHEREAS, the amount of savings resulting from denying promotion increases this year is estimated to be about \$500,000; and

WHEREAS, rewarding faculty achieving promotions is extremely important for the morale of the faculty if the University is serious about striving to be a preeminent urban research university; and

WHEREAS, the absence of a salary increase with promotion will have long lasting and disproportionate impacts on the future earnings of the affected faculty member as compared to faculty promoted in the previous years;

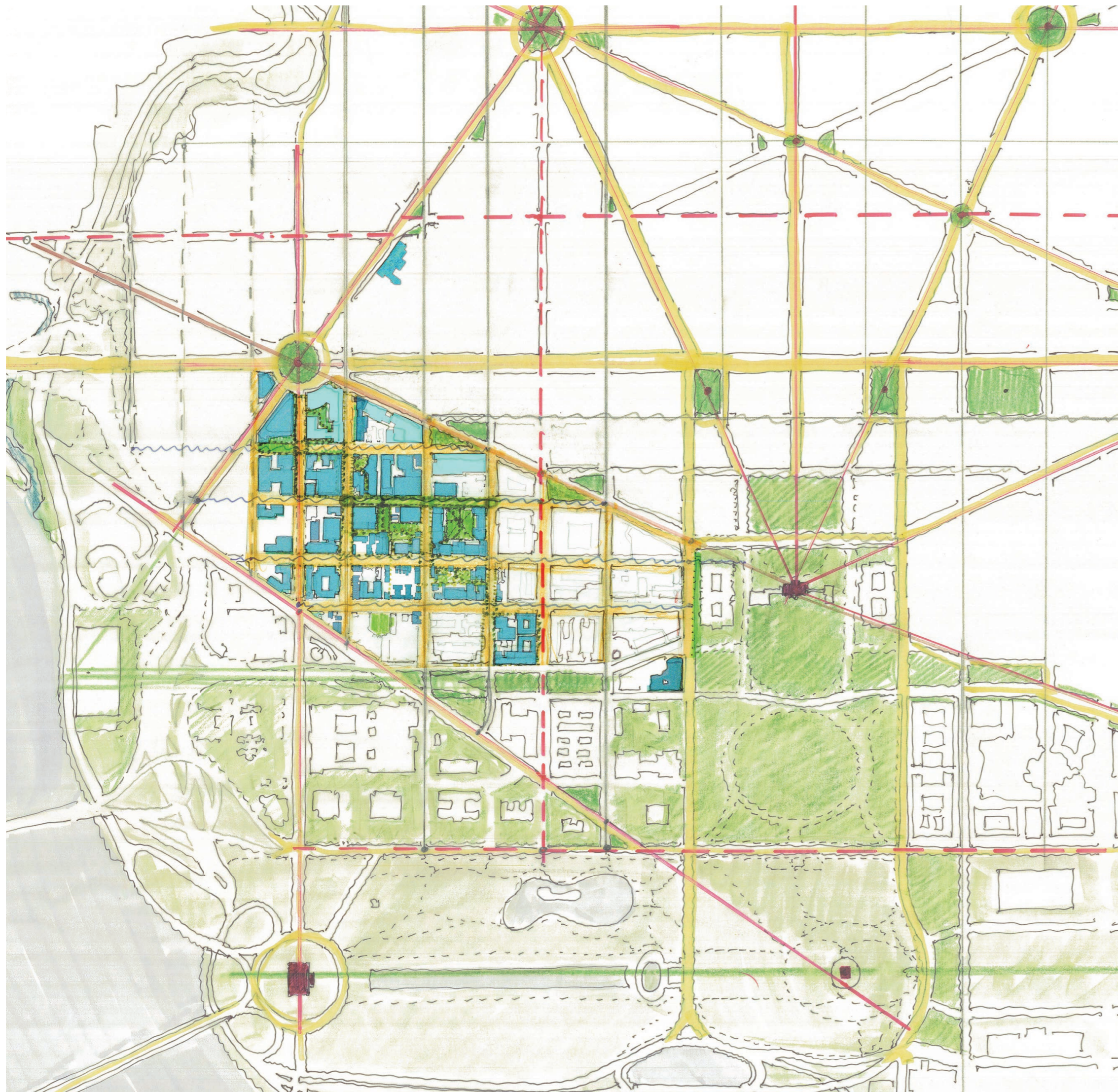
NOW, THEREFORE BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY THAT

- (1) The university must continue to reward faculty who are promoted this year with appropriate increases in salary;
- (2) In the event that sufficient funds are not immediately available to support raises for faculty who have been recently awarded promotion and/or tenure, the university must make these raises available prior to awarding any bonuses, restoring any pay cuts, increasing any salary of, or in any way increasing the compensation (deferred or otherwise) of any administration official; and
- (3) In order to uphold the spirit of *Faculty Code* as described in the first Whereas clause, the university shall inform the affected faculty that their salary increases would be forthcoming as soon as possible.

Senate Committee on Appointments, Salary, and Promotion Policy
July 29, 2020

¹ Faculty Code, Article IV B3, page 11

COOPER ROBERTSON



George Washington Strategic Campus Facilities Master Plan

SCFMP Update

Faculty Senate Meeting, August 14, 2020

WHY NOW? WHY ARE WE CONTINUING?

2007 CAMPUS PLAN VESTING

Currently
Approved

Approval Required by
2027 to Achieve Vesting

Development Rights Eligible
for Vesting

1,500,157 SF [43%]

898,464 SF [27%]

1,027,980 SF

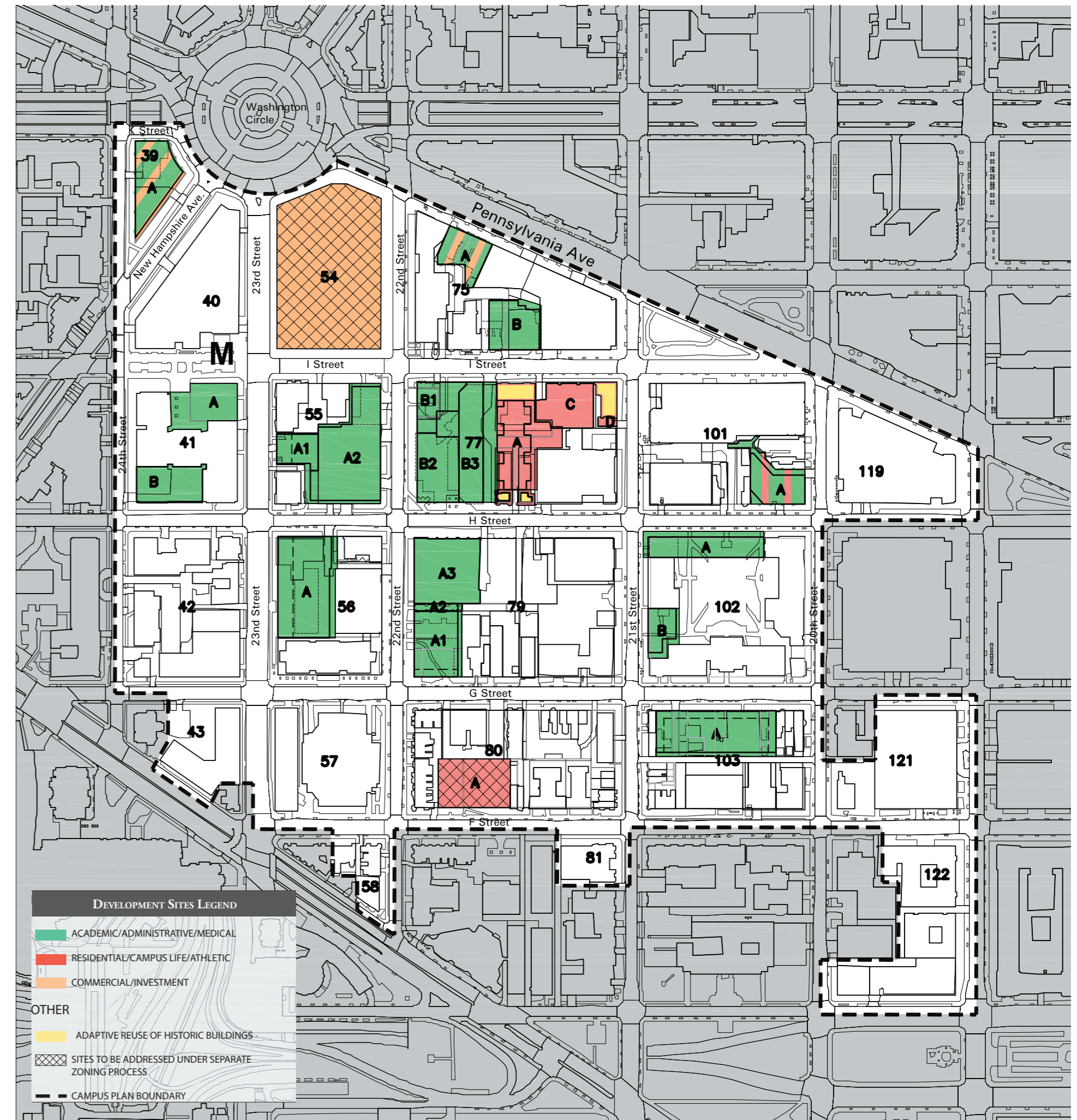
70% Vesting
Threshold

2007 Campus Plan
Development Rights
3,426,601 SF

- IF 70% OF 2007 CAMPUS PLAN ALLOWABLE FLOOR AREA IS APPROVED FOR DEVELOPMENT BY 2027, **THE REMAINING 30% OF ALLOWABLE FLOOR AREA IS PERMANENTLY VESTED, AND MAY BE DEVELOPED FREE OF ANY ADDITIONAL PROJECT AMENITIES AND PUBLIC BENEFITS**

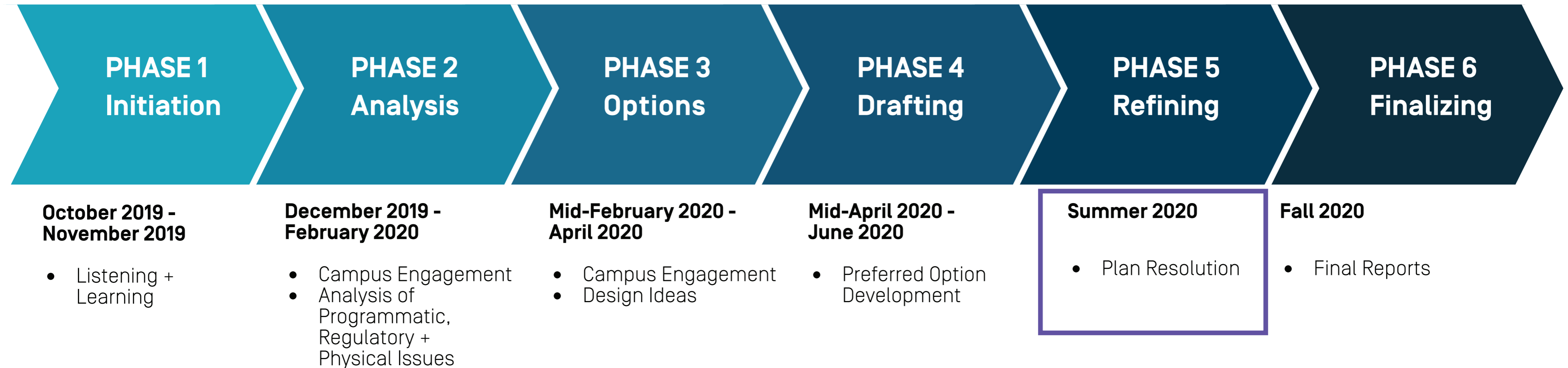
- 2007 CAMPUS PLAN **PROJECT AMENITIES AND PUBLIC BENEFITS:**

- STREETScape PLAN
- SUSTAINABLE DEVELOPMENT PLANNING AND DESIGN PRINCIPLES
- HISTORIC PRESERVATION PLAN
- I STREET RETAIL CORRIDOR
- BELOW-GRADE PARKING
- OFF-CAMPUS COMMITMENTS



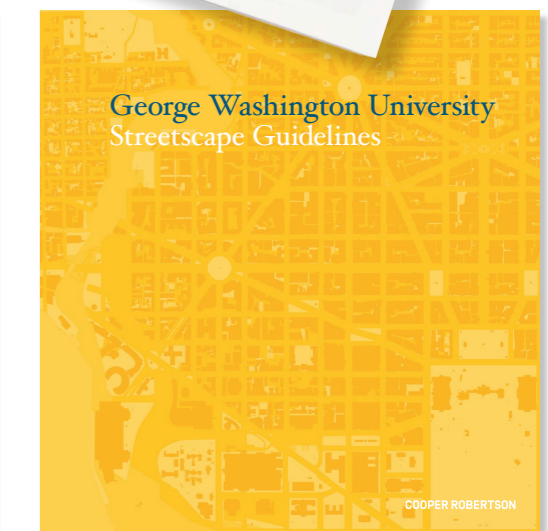
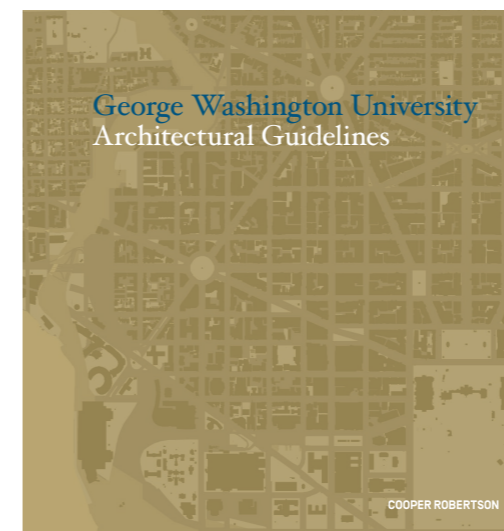
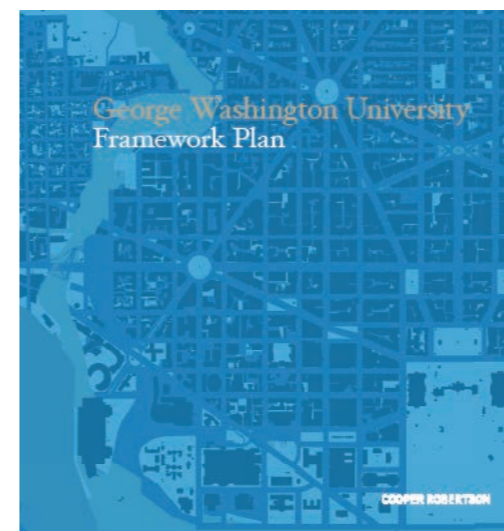
2007 CAMPUS PLAN DEVELOPMENT SITES

THE PLANNING PROCESS

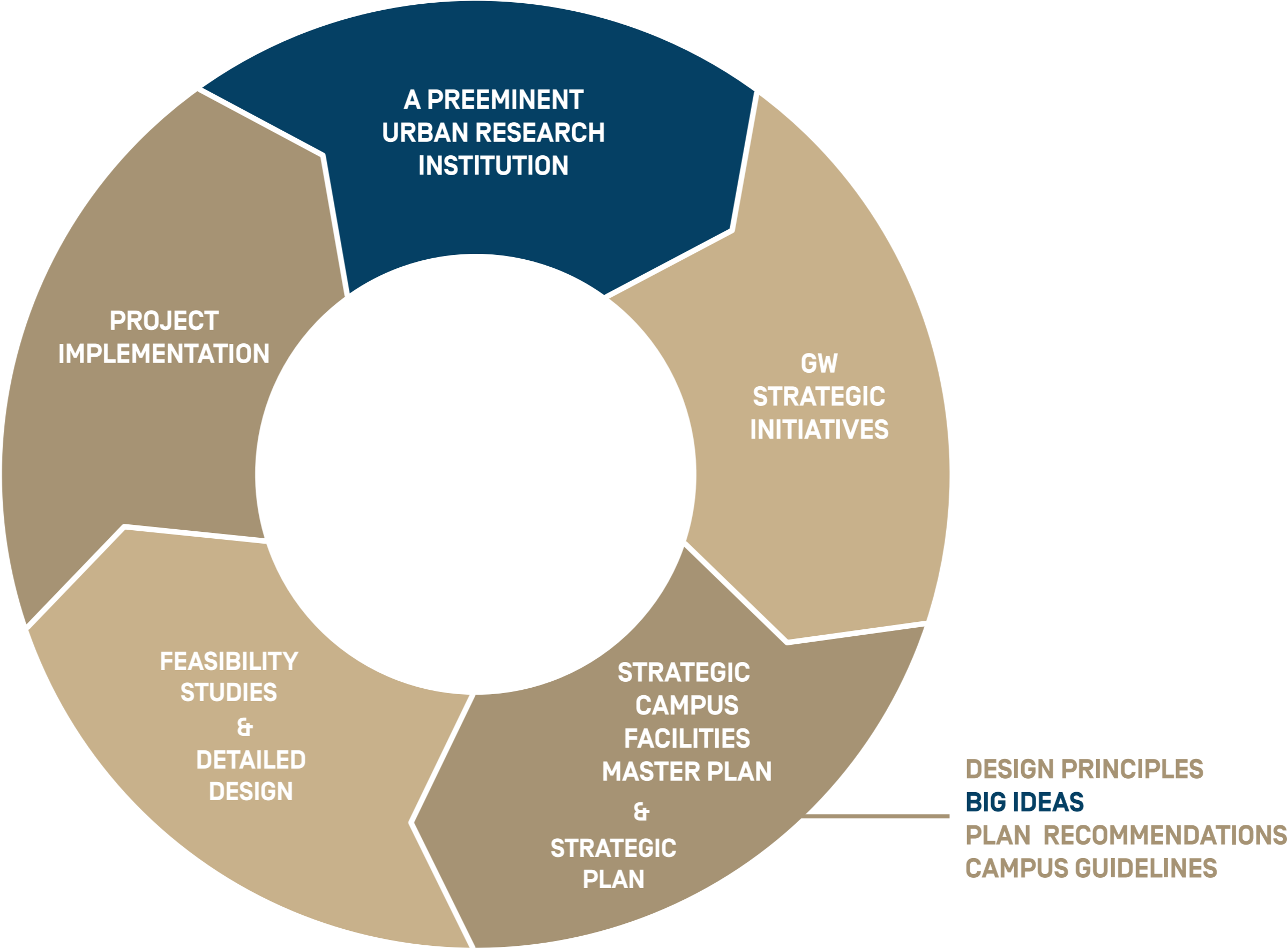


SCOPE AND DELIVERABLES

- CAMPUS AND COMMUNITY ENGAGEMENT
- PHYSICAL ANALYSIS
- SPACE NEEDS ANALYSIS (ACADEMIC, STUDENT LIFE, ATHLETICS)
- OPTIONS TESTING
- PREFERRED PLAN DEVELOPMENT
- PRIORITY PROJECT COST ESTIMATES
- FINAL RECOMMENDATIONS
- FINAL DOCUMENTATION:
 - MASTER PLAN
 - FRAMEWORK PLAN
 - ARCHITECTURAL GUIDELINES
 - STREETScape GUIDELINES
 - LANDSCAPE GUIDELINES

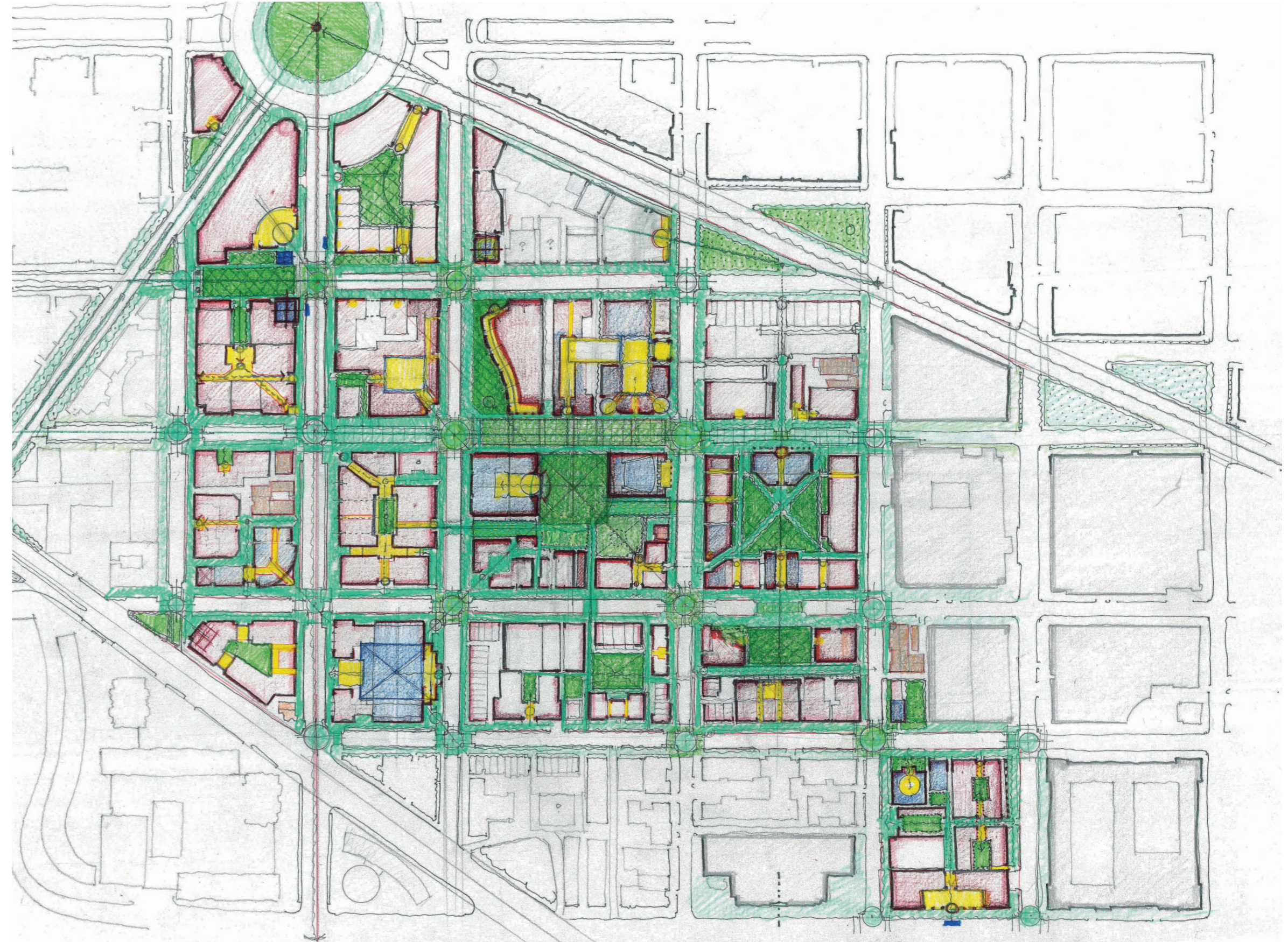


PLANNING CONTEXT

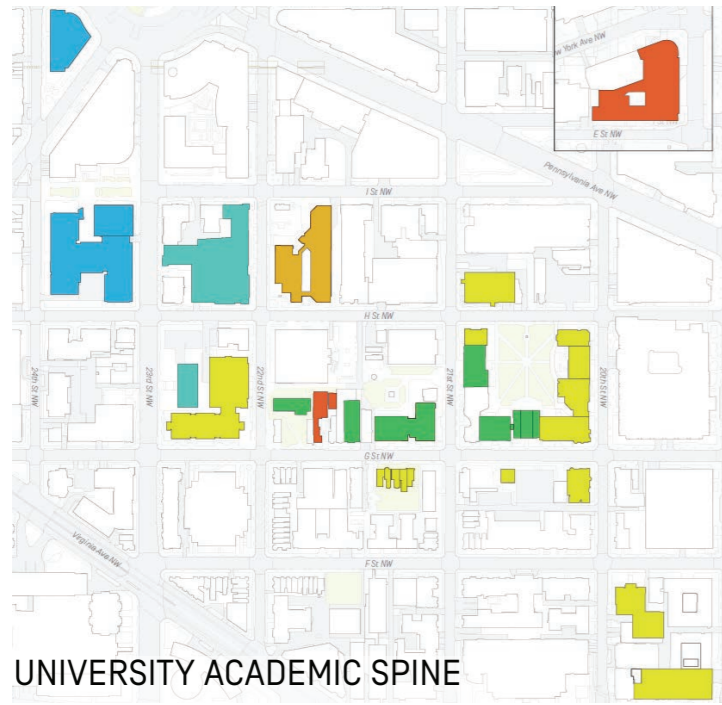


FOGGY BOTTOM - BIG IDEAS

1. THE DIAGONAL
2. A GATEWAY HEALTH DISTRICT
3. A UNIFIED CAMPUS CORE
4. 22ND ST INNOVATION CORRIDOR
5. ANCHORING STUDENT LIFE AT POTOMAC SQUARE



THE DIAGONAL



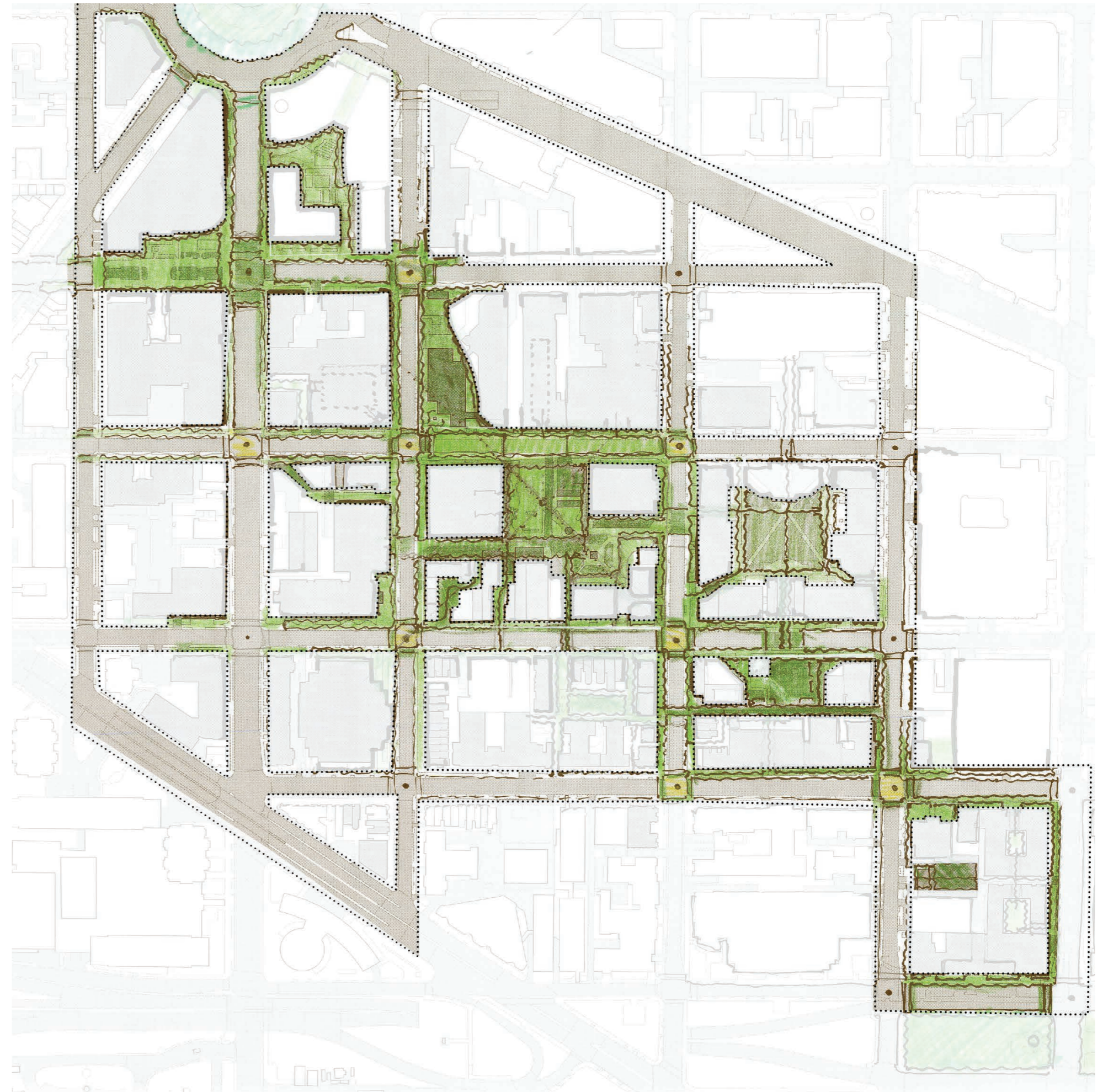
UNIVERSITY ACADEMIC SPINE



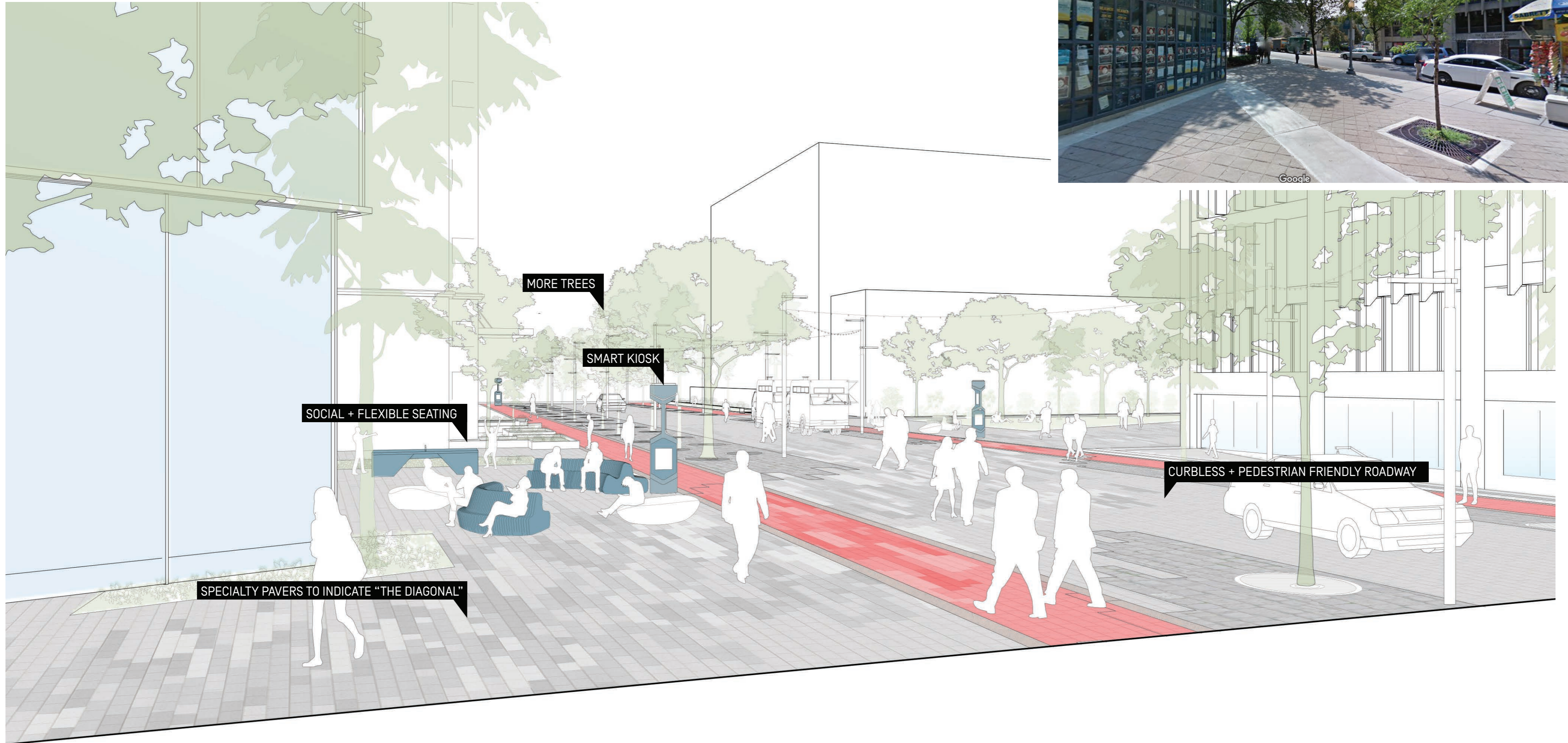
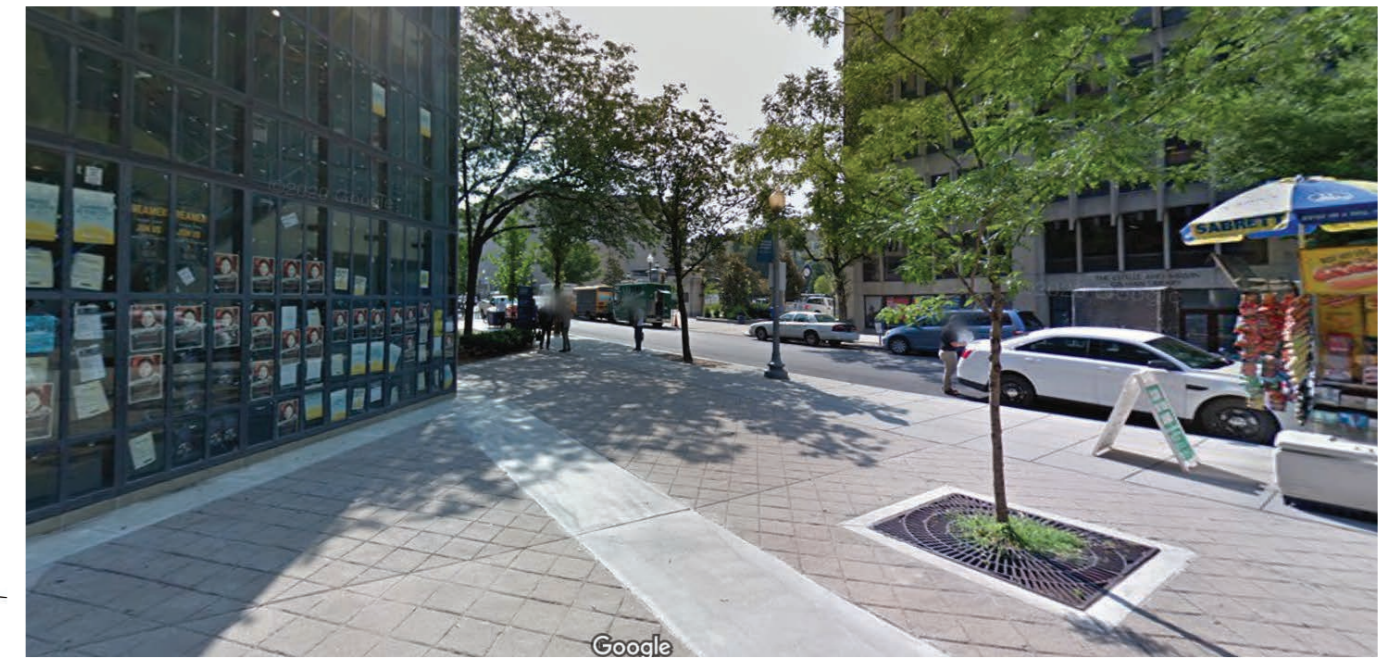
PLANNING WORKSHOP



DREXEL UNIVERSITY



THE DIAGONAL



PROPOSED: VIEW FROM H ST & 22ND TOWARDS KOGAN PLAZA

MOUNT VERNON - BIG IDEAS

1. AN URBAN RETREAT
2. RENEWED SPORTS FACILITIES
3. NEW UNIVERSITY TRAINING FACILITIES
4. SIGNATURE PUBLIC HEALTH AND WELLNESS PROGRAMMING
5. PEDESTRIAN-FOCUSED LANDSCAPE AND ROADWAY IMPROVEMENTS
6. MORE SUSTAINABLE, EDUCATIONAL AND ACCESSIBLE OPEN SPACES



A NEW WEST QUAD

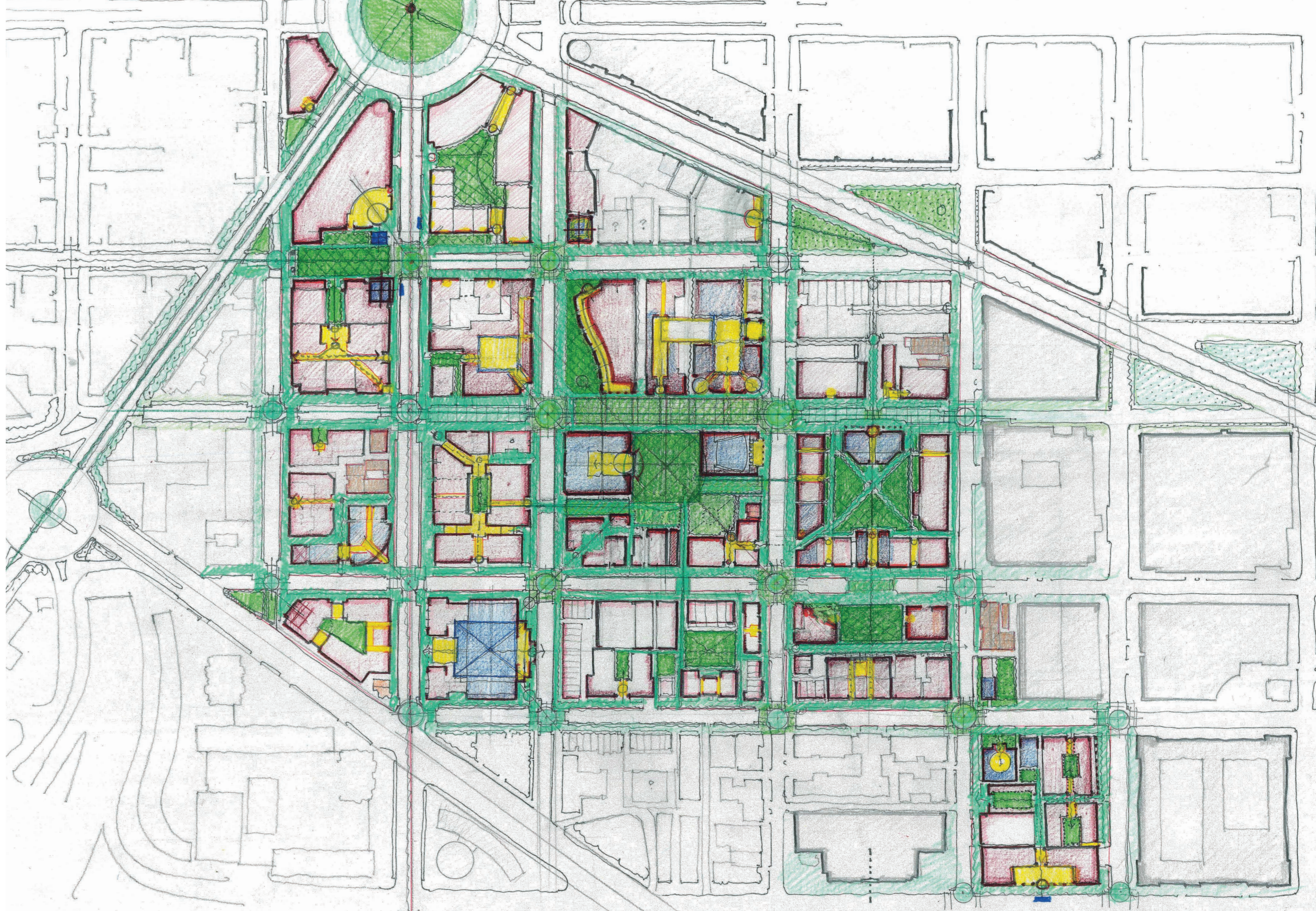


EXISTING: VIEW FROM WEST HALL LOOKING EAST



PROPOSED: VIEW FROM NEW WEST QUAD LOOKING EAST

THANK YOU





Faculty Senate

Report of the Faculty Senate Executive Committee (FSEC)

August 14, 2020

Arthur Wilson, Chair

Shared Governance

Updates on and requests for faculty participation from the administration:

- Naming Committees
 - Marvin Center: This group met on July 24 and has been given complete freedom—while following the principles approved by the Board of Trustees—with regard to the timing of its consideration and the length and format of its report. Professor Gail Rousseau, nominated for the group by the FSEC, reports that the initial meeting was exceptionally informative and open, noting that the administration is completely open to feedback. She reported having no concerns about the openness or inclusivity of communications or process around this group. She plans to remain open, transparent and honest with the Faculty Senate; in particular, she hopes all members of the faculty will find her receptive and easily reachable, should they wish to express their interests in this matter to her. She will also respect the appropriate request for trust, civility, and confidentiality among members of the Marvin Center Naming Committee. Committee Chair Roger Fairfax added a request that the Senate spread the word and encourage GW community members to share their thoughts with the Marvin Center Naming Committee either by emailing marvincommittee@gwu.edu or by submitting comments to an open-ended response form at <https://president.gwu.edu/name-change-requests>.
- Shared services task forces: The experience of the shared services task forces seems to be mixed. Some, like Advising and Career Services seem to have gone well. Others, like Academic Affairs/Research and AT/IT, have been more challenging.
 - On Advising, a faculty member reported, “The meeting was helpful for learning the University's plans for sharing services in the area of advising. The administration was transparent and open to feedback. The proposal as it stands would call for some sharing of services between CCAS and ESIA. The Provost will continue to discuss the details with CCAS Dean Paul Wahlbeck and ESIA Interim Dean Ilana Feldman. The GWSB advising center and Engineering were not affected in the proposal. Of course, with the recent announcement of all online undergraduate teaching in the fall, there could well be changes to the proposal.”
 - On Career Services, one faculty representative reported, “The administration was transparent and open to feedback. The proposal as it stands would call for some reduction in staff at the central undergraduate career center.” Another faculty member indicated that “A final plan was presented and discussed. I thought that it

was carefully designed and supported by evidence. I sense that none of the participants had a problem with the proposed changes.”

- A Campus Spaces faculty representative reported that “the group met twice a week over the entire summer, and in the last couple of weeks that has reduced down to once a week. This decision to meet once a week followed the university's decision to begin the fall mostly online. The Campus Spaces Committee managed the input from the Red Team on developing the return to campus playbook, walked spaces to determine the appropriate number of students based on the size of classrooms, developed, and placed signage related to appropriate distancing in buildings, developed cleaning protocols, moved furniture out, developed FAQs specific to students, faculty, and staff, and much more. They conducted four table top exercises covering testing processes (2), cleaning protocols, and enforcement walk throughs. There is a list of buildings that can be operational in the fall. The group continues to be updated weekly as the pandemic requires changes at the DC level and at the university level.”
- One faculty member serving on the Academic Affairs/Research group reported, “The objective is to cut costs by cutting personnel, not provide better service. That's a lousy model. We're already short on Research personnel. We don't need cutting and restructuring, we need increasing of research support, while finely tuning the system.” Another comment: “I'm feeling discouraged by the unwillingness of the administration to engage in *true* shared governance. We aren't being completely sidelined, but frankly all the big decisions are being made elsewhere, and based on all the wrong criteria.”
- Of the AT/IT taskforce, one representative reported that “The Provost was cordial and listened to what others in the group had to say. The Provost made no adjustments to his original position no matter what feedback was provided.” Another comment: “They have taken a completely arbitrary HR classification of personnel, and used that to falsely describe an AT/IT dichotomy that will wreak havoc on the ability of the faculty to dispatch their teaching and research functions. In essence, they are planning -- without any Faculty support whatsoever -- to send Academic Technologies as well as all the school-based technology units over to Mark Diaz's operation (the Division of Information Technology).”

Senate Responses to the COVID-19 Pandemic

- The FSEC met on July 24 and July 30. The July 24 meeting was convened at the request of President LeBlanc to brief the FSEC on GW's plans to move to an online fall term. The July 30 meeting was the scheduled FSEC meeting to discuss and set today's meeting agenda, and the FSEC also heard an update on proposed financial mitigation strategies to close the anticipated budget gap in FY2021.
- On August 1, the FSEC and Senate standing committee chairs met to discuss these strategies; on August 3, this group sent a letter to President LeBlanc that addressed these matters.
- On August 7, elected Senate membership, having reviewed the August 3 memo, met for an informal briefing and Q&A session with Executive Vice President & Treasurer Mark Diaz to discuss the administration's plans and faculty input into those plans.

Personnel Actions

There are no grievances at the university.

Calendar

The next scheduled meeting of the Faculty Senate Executive Committee is August 21, 2020. All agenda items to be considered by the FSEC for the September 11 Faculty Senate agenda should normally be submitted one week prior to the August 21 FSEC meeting. As that is today, I ask that any such requests be submitted as soon as possible and no later than the close of business on Monday, August 17.