



Faculty Senate

The Faculty Senate will meet on Friday, December 11, 2020, at 2:00pm
via WebEx

AGENDA

1. Call to order
2. Approval of the minutes of the meeting held on November 13, 2020
3. UPDATE: Operational/Financial Planning (Thomas J. LeBlanc, President)
4. REPORT: Fiscal Planning & University Budget Report (Joe Cordes, Chair, Fiscal Planning & Budgeting Committee)
5. GENERAL BUSINESS
 - a) Nominations for membership to Senate standing committees
 - Research: Tarek El-Ghazawi (SEAS)
 - b) Reports of Senate standing committees
 - Interim reports from the following committees are attached:
 - Appointment, Salary, & Promotion Policies
 - Educational Policy & Technology
 - Physical Facilities
 - Research
 - University & Urban Affairs
 - c) Report of the Executive Committee: Professor Arthur Wilson, Chair
 - d) Provost's Remarks
 - e) Chair's Remarks
9. Brief Statements and Questions
10. Adjournment

Elizabeth A. Amundson
Secretary



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

Interim Report (2020-2021)

The ASPP committee has been very busy this year, including the summer months of 2020. We worked on the following issues:

Interim guidance to the faculty: In May 2020, when GW was considering whether to go face-to-face in the fall, Vice Provost Bracey asked for our feedback on advice on a proposed document. The initial administration position was that faculty may need to request a waiver from teaching face-to-face (F2F) in the fall semester if either they or the members of their households were immunocompromised and thus needed to teach their courses remotely. There was a quick review process where the faculty could submit a request to provost's office without disclosing any medical information and the turnaround was expected to be quick. We urged the administration to be more inclusive and mindful of faculty who didn't wish to divulge their personal situations and also didn't wish to get infected with Covid-19 while teaching F2F in the fall semester. This document was subsequently released by the Provost's office on June 5, 2020.

Budget Austerity Principles: This issue was a carryover from previous year. We drafted a resolution (**Resolution 21/4**) that came up for discussion at the Faculty Senate meeting on May 20, and was approved as amended. This resolution was cited in the framing of a subsequent resolution (**21/6**, approved June 18, 2020) on distinguishing short term fiscal adjustments from long term structural changes.

On June 20, we considered the draft **COVID-19 Campus Health and Wellbeing Policy** that was circulated by VP Bracey and the administration wanted to receive the faculty feedback. There was a substantial discussion by committee members and guests and VP Bracey planned to take this feedback into account in reaching the final draft. The subsequent events, making the fall semester to be completely remote, made this policy discussion somewhat moot.

Resolution on Intellectual Property: Once the university had announced that the fall semester was to be online and all courses were to be recorded for synchronous as well as asynchronous use by the students, a question arose about the ownership and intellectual property (IP) of the course recordings and other course materials. The ASPP committee, in collaboration with Educational Policy and Technology committee (EPT) and Professional Ethics and Academic Freedom committee (PEAF), formed a joint taskforce that studied all the issues related to the intellectual property (IP). This group was very ably chaired by Phil Wirtz and authored **Resolution 21/9** on IP. The resolution draft went through multiple revisions in a very short time-span (all through electronic means) and was approved by the Senate by a unanimous vote on August 14.

Resolution on salary increases on promotion (Resolution 21/11): The ASPP committee heard from several faculty members that they had received tenure/promotion letters though they were told that their salaries were not going to be increased as is the norm on promotions. We created a brief resolution that was submitted to the Faculty Senate for its consideration on August 14. Unfortunately this resolution got bogged down in the Senate which then decided to send it back to the committee for further work. The revised version was unanimously approved by the Senate at its September 11 meeting. The provost announced on November 16 that “faculty members tenured or promoted in Spring 2020 will receive the customary promotion-related salary increases, non-retroactive and subject to school budgetary constraints, effective January 1, 2021.”

Heather Swain affair: On August 28, we discussed the hiring and subsequent not-hiring of Heather Swain as VP for Communications and Marketing. The members agreed that we need to send a strong message to the administration that such hires need to be properly vetted and the faculty needs to be involved in reaching any future high-level administrative officer hiring decisions. A resolution (**Resolution 21/13: A RESOLUTION OF CENSURE OF PRESIDENT THOMAS J. LEBLANC REGARDING THE APPOINTMENT OF HEATHER SWAIN**) was drafted and came up for discussion at the Senate on September 11. This resolution was debated for more than an hour and then was sent back to the committee with instructions to invite the president in a non-public forum where he could provide some of the confidential information. Such a meeting was held on September 25. In accordance with the Senate’s stipulation that our advice to the Senate concerning information regarding the events leading up to Ms. Swain’s appointment be provided “without any further need to make public the basis on which the ASPP Committee has reached [its] conclusion,” the Committee reached the following conclusions:

1. President LeBlanc has “satisfactorily addressed” Resolving Clause 2 (viz., “to provide a full and complete accounting of the vetting process that resulted in the appointment of Ms. Swain”) of Resolution 21/13 as originally debated by the Faculty Senate;
2. The ASPP Committee endorses the Protocols for Hiring Vice Presidents Who Report to the President, and recommends the endorsement of these Protocols by the Faculty Senate;
3. The ASPP Committee appreciates President LeBlanc’s forthright and full accounting of the events leading up to the announcement of Ms. Swain’s appointment;
4. The ASPP Committee recommends censure. It does so after evaluating the explanation provided by President LeBlanc regarding the events, timeline, and decision-making process leading to the announcement of Ms. Swain’s appointment. Specifically, a majority of the ASPP Committee concluded that President LeBlanc’s actions reflected a significant error in judgment and failure of leadership regarding a matter of critical importance to the University. The Committee deliberated extensively on whether the term “censure” was appropriately applied here. In recognition of the definition provided by Robert’s Rules of Order (Chapter XX, page 643) that censure is “an expression of strong disapproval or harsh criticism,” the Committee concluded, after consideration of alternatives, that “censure” is appropriately applied in this case.

The committee concluded that, even though the President was earnest and truthful, we could not accept the matter to be finished. We worked on a revised resolution 21/13 which came up for discussion at the October 9 meeting of the Senate and garnered substantial discussion about the use of the word “censor”. Some senators applauded the fact that the President had “come clean” and that was enough. Some senators even thought that he had already been censured at the September 11 meeting even though the issue was only discussed and the resolution was recommitted to ASPP. In the end, the Senate decided to amend our resolution by changing the word “**censure**” to “**severe disapproval**” (by a 20-13 vote) which, according to dictionaries, means the same but looks better

due to optics. This was the only amendment and the revised resolution was approved by the Senate by an overwhelming 33-3 vote.

Equity and diversity in appointments, retentions and promotions: In response to **Resolution 21/7** adopted by the Senate on July 17, we invited Vice Provost for Diversity, Equity and Community Engagement Caroline Laguerre-Brown on October 30 to facilitate discussions on equity and diversity in appointments, retentions and promotions at GW. The question remains: what we can and should do in order to get this moving forward? It was thought that we need to have some kind of university wide activity and we might consider drafting a faculty senate resolution. We formed a subcommittee to study the issues in detail and propose a plan of action. Sarah Wagner was appointed Chair of this subcommittee with other volunteers being Susan LeLacheur, Shaista Khilji, Carol Hayes and Abe Takleselassie. This is a work in progress and we expect to hear from the subcommittee at our next meeting on December 4.

On August 28, Joe Cordes gave a report on the **financial situation** of the university. With the university going online for the fall semester, we anticipate a loss of \$212.6m of which \$115m is already covered through university actions during the spring/summer. There is less uncertainty about the next year and there is a possibility that we may be 100% online for the whole year. The good news is that we may not be going to the previously-anticipated scenario 3 loss of \$300m. Salary freeze has already been announced and GW will suspend retirement match starting October 2020. Possibilities of layoffs and furloughs were still on the horizon at that time.

Health care costs: On August 28, Murli Gupta gave a summer update from the **benefits advisory committee** (BAC). The health insurance premiums for 2021 are projected to increase by 5.5% next year. The participant contributions will increase by 1.5%, approximately \$1 to \$12 per month depending upon the coverage tier and salary band of the employee. The university's share of health care premiums in 2021 will increase from 76% to 77%.

Respectfully Submitted

Murli M. Gupta, Chair, ASPP Committee
November 18, 2020



**GW Faculty Senate Committee on Educational Policy and Technology
Interim Report Submitted December 3rd, 2020**

The Committee on Educational Policy and Technology has met seven times since the final report was submitted on April 1, 2020. These meetings occurred on April 3rd, May 11th, May 26th, July 2nd, September 9th, October 1st, and November 11th. The committee is scheduled to meet for the last time this year on December 10th.

The key items for the committee meetings were as follows:

In the April 3rd meeting, the committee discussed COVID planning and the transition to virtual learning with Terry Murphy.

In the May 11th meeting, the committee began with a discussion on necessary revisions to the Student Code of Conduct with Christy Anthony and then had a discussion of the impact of COVID-19 on enrollment with Ed Gillis and Ben Toll. The meeting then ended with a discussion of Fall 2020 instructional planning with Terry Murphy.

In the May 26th meeting, the committee had a discussion with Terry Murphy regarding potential changes to the Fall 2020 academic calendar in response to COVID concerns.

In the July 2nd meeting, the committee began with a discussion with Donna Scarboro and Jennifer Donoghue about study abroad and international programs and how to best move forward with COVID restrictions. Cheryl Beil then shared survey results regarding student and faculty intentions to return to campus in person in Fall 2020.

In the September 9th meeting, Jay Goff and the committee discussed enrollment numbers as of the first week of classes and Nicole Cennamo presented a resolution to expand the university policy on religious accommodations. This resolution was modified and passed by the committee and then passed the Faculty Senate by unanimous consent in the November 2020 meeting.

In the October 1st meeting, the committee had a discussion with the Provost and representatives from the GW Student association about a Pass/No Pass policy to be implemented in the Fall 2020 semester. There was then a discussion led by Koren Bedeau about potential options for instruction and campus occupancy in Spring 2021.

In the November 11th meeting, Christy Anthony presented the amended Academic Code of Conduct after extensive work by a subcommittee of EPT. Provost Blake then led a discussion with the committee regarding the suspension of academic master plan efforts. Finally, Jay Goff presented the committee with a post-census Fall 2020 enrollment update.

Overall, it has been a very productive year so far in EPT and the committee has been very flexible and willing to hold meetings in the summer and with very short notice in order to respond appropriately in these rapidly changing circumstances.

Prepared by Jason M Zara on 12/3/20.



Faculty Senate

Faculty Senate Committee on Physical Facilities Interim Report, Academic Year 2020/2021

Committee Members:

Ellen Costello, Faculty Senate Executive Committee Liaison (SMHS)

Elizabeth Amundson, Registrar, Non-voting

Catherine Cox (SON)

David Dent, Office of the Executive Vice President and Treasurer, Non-voting

Linda Gallo (SMHS)

Frederick Joutz (CCAS)

Terry Murphy (CCAS)

Raj Rao (SMHS)

John Traub (CCAS)

Dan Wright (Center for Student Engagement)

Anna Weber (GWSA), nonvoting

Sylvia A. Marotta-Walters, Chair

Committee Meeting Dates: May 28, 2020; August 17, 2020; September 14, 2020; November 2, 2020

Campus Spaces Meetings attended by Chair on behalf of Committee: June 16, 2020; June 24, 2020; June 29, 2020; July 1, 2020; July 6, 2020; July 8, 2020; July 13, 2020; Jul 15, 2020; July 22, 2020; July 27, 2020; July 29, 2020; August 5, 2020; August 12, 2020; August 26, 2020; September 9, 2020; September 23, 2020; October 7, 2020; November 4, 2020; December , 2020.

Campus Planning Meetings attended by Chair on behalf of Committee: October 23, 2020; November 20, 2020

The following topics were discussed in the Fall Committee Meetings: Making campus spaces safe during the pandemic; facilities to be open/closed; updates on DC COVID Plans; quarantine procedures; Thurston Hall renovations; HVAC issues in academic and residential buildings including CDC and industry standards; ratings of academic and residential buildings to comply with standards; plan for upgrading HVAC according to rating system; on campus residence guest policy.

The following topics were discussed in COVID-19 Campus Spaces Meetings: Review of documents for Red Team Planning; actions taken based on the Red Team plans; procurement of signs, decals, etc. for all open facilities; walk-throughs of campus buildings for measurement of distances; audio-visual accommodations for hybrid teaching; table top exercises done for testing, cleaning, enforcement of distancing, testing process; HVAC issues in academic and residential buildings; updates on implementing safety plans; preparing for election.

The following topics were discussed in Campus Planning Meetings: Academic Master Plan for the Campus; Budget implications of Thurston Hall Renovation.

Actions taken: The chair conveyed to the committee the inputs provided and information received during the Campus Spaces meetings which took place all summer and into the fall.

The Committee met with administration for question and answer sessions on all the topics listed.

Submitted by Sylvia A. Marotta-Walters, Chair



Faculty Senate Research Committee Standing Committee Interim Report May 22nd – December 4th 2020

Members of the committee, Faculty Senate year 2019/20: McDonnell (Co-Chair), Sarkar (Co-Chair), Kurtzman (Executive Committee liaison), faculty (voting): Applebaum, Baird, Casey Cohen-Cole, Darcy Mahoney, El-Ghazawi, Engel, Jeong, Kay, Kouveliotou, Kumar, Kusner, Mason (GWSA), Peters, Pintz, Shiklomo, Subiaul, Warren, Wei, Young, Zderic; postdoc: Cox (voting); GWSA: Mason (voting), ex officio (non-voting): ADRs Downie (CCAS), Freund (GSEHD), Zhang (SEAS), Cornwell (ESIA), Mallinson (SMHS), Hall (SMHS), Miller (SMHS), Geiger-Brown (SON), Hyder (SPH), Sommers (Library), AVP Research Lohr, Provost Blake.

Meetings: The Faculty Senate Research Committee held monthly meetings on the first Friday afternoon of every month via Zoom (September – December). Additional meetings were held over the summer (5/22, 6/5, 6/26, 7/24). The committee has met 8 times.

GW Research Reopening. Due to the pandemic GW research has been significantly affected. Throughout the summer and into the fall each meeting presents an opportunity to assess the current GW Research efforts. The FSRC assisted the Research Committee Reopen committee as a form of feedback and helped to guide the implementation of the GW Reopen plan. The GW phased approach, in line with the DC Guidance moved from Phase 1 to Phase 2, with research space at 25% occupancy and buildings are only open with GWID. The committee has requested that the definition of ‘research space’ be expanded for the spring semester to include office space that houses proprietary research materials.

Research Restructuring. At the June meeting Provost Blake presented the idea of research restructuring. The committee has conducted two ecosystem reviews and noted that GW’s investment in a decentralized local model of service has been responsive to the ecosystem recommendations. The committee members at this meeting noted that research staff cuts were being made and a resolution was composed and unanimously approved by committee at the July meeting. This resolution was presented to the Faculty Senate.

The administration has implemented a POD based model for research. The university research infrastructure is now composed on 3 PODS providing research service to all university schools. The POD leaders have provided monthly updates to the committee as the POD structure is being developed and implemented. FSRC members voiced concern to the level of support being able to be realized given the decrease in staffing. The committee is thankful to OVPR and POD administration for attending each meeting and engaging with the FSRC.

GW Research Ecosystem/Dashboard. The FSRC has completed two Research Ecosystem Reviews. The objective is an examination of the Research Ecosystem; both in the present form and potential for development to support the University in its quest to be a global preeminent research

institution. The ecosystem collaborated with the GW Strategic Planning Committee: High Impact Research Committee. The OVPR has provided monthly updates to the progress in meeting the committees' recommendations. The OVPR is designing dashboards to communicate GW Research metrics to the GW and outside community. The committee is working with OVPR to decide on the top external research metrics and the top internal research metrics. These metrics will be based on committee (ecosystem/strategic planning) recommendations and will be used to monitor and evaluate the GW Research enterprise.



Faculty Senate

**The Faculty Senate Standing Committee on University Urban Affairs (UUA)
Interim Report 2020-2021
Submitted by: David Rain, Chair, Associate Professor of Geography and International
Affairs (CCAS)**

In Summer 2020, UUA was reconstituted with several new members under a new chair, David Rain. Some new members were added to the roster.

Current UUA Members include:

- David Rain, Chair (CCAS)*
- Shaista Khilji (GSEHD), Faculty Senate Executive Committee Liaison*
- Oluwatomi Adetunji (SEAS)
- Linda Cassar (SON)
- Jillian Catalanotti (SMHS)
- Amy Cohen (CCAS)
- Bagmi Das (GSEHD)
- Karen Dawn (SON)
- Ina Gjikondi (CPA staff)
- Matthew Hess (SON staff)
- Karen Kesten (SON)
- Samantha Luna (CPA staff)
- Emily Morrison (CCAS)
- Anne-Marie O'Brien (SON)
- Yannik Omictin (Student Representative)
- Chavon Onumah (SMHS)
- Joel Teitelbaum (GWSPH)
- Rebecca Thessin (GSEHD)
- Margaret Venzke (SON)
- Christy Zink (CCAS)

*Faculty Senators

Committee Mission states:

The Committee on University and Urban Affairs helps foster continued good citizenship between The George Washington University and the greater Washington, DC metropolitan area. The University and Urban Affairs Committee serves as an ongoing catalyst for maximum efficiency in this area and prevents the duplication of effort between GW and the community itself. By affirmatively tracking GW's already allocated resources and initiatives, the University and Urban Affairs Committee "paints the big picture" of GW's community relationship and subsequently provides the University with a valuable source of advice on continuous improvement and possible future endeavors.

The FSEC also identified the following goals for UUA:

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

Committee Actions (Fall Semester 2020):

Due to the ongoing pandemic, all meetings of the UUA committee have been done virtually via WebEx. Members met on August 4, October 5, and November 16.

Below is a snapshot of the ongoing activities that relate to aforementioned Committee Mission and goals:

- *Tracking GW's resources and initiatives to paint the big picture* (Committee Mission): Committee members were involved in ongoing campus plans vis-à-vis the COVID-19 Pandemic as it affected the renovation of Thurston Hall, which took approximate 1,100 beds out of circulation for the duration of the 24-month project. GW had negotiated a voluntary agreement with Advisory Neighborhood Commission (ANC) 2A to allow some students to be moved to other housing (Aston Hall and 1 Washington Circle. Due to the pandemic and the use of virtual instruction, the agreement's 24-month clock has not yet been started.
- *Planning of programs to bring GW faculty, administrators with DC government, citizen groups and members of the Foggy Bottom community* (Goal 1). *Explore ways for the University community to address the rising problem of income inequality and its effects on low-income housing and homelessness in DC* (Goal 2).
 - Based on member discussions and interests and a review of Goals 1 and 2, UUA has identified two projects for 2020-2021:
 - **Project 1 – Housing Summit** at GW (led by Amy Cohen of CCAS and Ina Gjikondi of CPS: The UUA committee is planning to co-host a virtual summit in partnership with the DC Department of Housing and Community Engagement in April 2021.
 - **Project 2 – University Seminar on “Addressing Income Inequality and Creating a Coalition for Action.”** Committee member Anne-Marie O'Brien and Shaista Khilji are leading this effort, with an inaugural planning meeting on November 13 and a second meeting on December 4. Turnout for the first planning meeting was extremely strong. Attendees discussed the strengths of the University and the multiple overlapping communities and coalitions addressing inequities in health, wealth, and power in DC. GWU will be opening a new hospital in Ward 8 in 2024 that will be an opportunity to help increase awareness of health and economic equity issues in DC and the greater metropolitan area. The group also addressed the need to increase diversity at GWU through increases in hiring and retaining staff and faculty and increases in need-based scholarships for underrepresented students. The

second meeting of the Income Inequality Seminar Series was well attended as well. Discussion centered on working with DC youth to learn how GWU can partner with community members to improve health and wealth equity in DC. There was also recognition that many in the seminar as well as many in the GW community don't know the full history of the Black DC community and factors that contributed to these disparities in wealth, health and power. Some suggestions included working with youth on policy literacy, and eventually creating a graduate seminar where the youth could co-learn with GW students in a critical service learning course. Consensus was that the group start small and meet its goals. Among the short-term goals are a January 22 meeting to invite some youth members to help plan a 'History of Black DC' event in February, and to develop a more cohesive network of GW faculty, students, and staff committed to promoting equity at GW and in the DC community. A long-term goal is to develop a seminar course (GW students and youth) on addressing income inequality in DC.

Please direct all inquires to UUA Chair, Professor David Rain at drain@gwu.edu.

Reviewed by: UUA Members