



## Faculty Senate

### **MINUTES OF THE REGULAR SENATE MEETING HELD ON DECEMBER 11, 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, Lach, Matthew, Mehrotra, and Wahlbeck; Interim Dean Feldman; Acting Dean Feuer; Professors Abramowicz, Baird, Borum, Cohen-Cole, Cordes, Costello, Galston, Garris, Griesshammer, Gupta, Gutman, Johnson, Khilji, Kurtzman, Lewis, Marotta-Walters, McHugh, Moersen, Mylonas, Orti, Parsons, Perry, Prasad, Rain, Rao, Roddis, Sarkar, Schumann, Subiaul, Swaine, Tekleselassie, Tielsch, Wagner, Wirtz, Yezer, and Zara.

Absent: Deans Jeffries; Professors Agnew, Eleftherianos, and Vonortas.

#### CALL TO ORDER

The meeting was called to order at 2:04p.m.

#### APPROVAL OF THE MINUTES

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

UPDATE: Operational/Financial Planning (Thomas J. LeBlanc, President)

The President welcomed the Senate to its last meeting of the fall term and of the calendar year. He expressed his hope that the group enjoyed at least a little time away for the Thanksgiving holiday, although he recognized there is rarely much of a break at this point in the academic year. He thanked the Senate again for all they are doing for GW's students and for the entire university community during this unprecedented year. The winter break will be especially well deserved and will provide much needed time off for the faculty and staff as 2020 ends and the community looks forward to the New Year. He encouraged everyone to unplug and take some time to relax over the break. He stated that he has to believe that 2021 will be a better year for all.

In terms of GW's operations, the President noted that the university continues to closely monitor the public health conditions on campus, locally, and across the country. To date, the university has fortunately seen only a modest increase in positive cases within the on-campus cohort after the Thanksgiving holiday. He noted that there was a flurry of additional tests requested after Thanksgiving as there were some individuals concerned that they might have been exposed over the holiday. A slight uptick in the positivity rate was observed, but the President noted that this testing group included self-selecting off-campus students, creating a bit of a biased sample. Overall, the GW

community is doing well despite the dramatic resurgence of cases nationally. The District has announced a number of new steps necessary to help control the spread of the virus; the President added that he is grateful that GW Hospital continues to have capacity.

President LeBlanc recognized that, with the news in recent weeks about vaccines and likely approval by the FDA this month for Emergency Use Authorization of two COVID vaccines, there are many questions in the university community about GW's preparations to receive the vaccine and plans for distribution. As with every development related to the pandemic over the past several months, the university is fortunate to benefit from the expertise of its world-class safety, medical, and public health professionals and will look to them as it determines how to operationalize the receipt and distribution of any vaccine that becomes available. According to GW's experts, the vaccine will be provided by the federal government and will be distributed to the GW community by the D.C. Department of Health. Three members of the GW faculty—Drs. Alan Greenberg, Marc Siegel, and Bruno Petinaux—serve on the science advisory committee that advised D.C.'s vaccine distribution plan. The President emphasized that experts indicate that, for the majority of the university community, it will be some time before they are vaccinated. The limited allocations and complexity of storage and delivery of the vaccines clearly make this a challenging project.

Following the guidance from the CDC and the D.C. plan, the initial doses D.C. will receive—beginning later this month—will be allocated to GW's "high-risk" health care workers and first responders. The Medical Faculty Associates (MFA) and School of Medicine and Health Sciences (SMHS) faculty are working with GW Hospital as the distribution hub for the health care workforce and have developed allocation plans for distribution of these limited early "phase one" doses, based on principles of risk, equity, and transparency. Vaccination of this early cohort could begin next week with the first delivery of a vaccine. Later in this first phase—probably in February—D.C. will have doses to provide to people with severe underlying health risks as well as older adults who live in crowded or congregate settings. The MFA is developing protocols for vaccine distribution to patients during this next period.

In the spring, the hope is that that D.C. will have enough vaccine to move into its second phase, during which a number of other people will be prioritized for the vaccine. This includes:

- K-12 teachers and child care workers;
- critical workers in high-risk settings;
- people with moderate underlying health risks;
- people in homeless shelters, group homes, prisons, and other detention centers; and
- all other older adults.

GW's experts believe that this phase may well extend through summer 2021 because of the limited supply of vaccines. The third phase will include most others in the community like young adults, children, and other staff members at increased risk of exposure. GW experts are hopeful that this phase will occur no later than fall 2021.

The President reiterated that GW Hospital and the MFA have planned for the administration of vaccines to GW's health care providers. At the same time, the university is beginning to plan the logistics for general vaccine distribution, most likely building upon the influenza vaccine program it put in place last fall. As there is still some time before most will receive a COVID vaccine, the President emphasized the message received from its experts: continue wearing a mask, avoiding gatherings, distancing, practicing good hand hygiene, and getting a flu shot. Many of these measures

will be necessary for some time even after most people have been vaccinated. He understood the COVID fatigue and that many are anxious to get back to normal; coupled with the euphoria over the imminent availability of a vaccine, this raises a concern that people will let down their guard. He strongly urged the community to remain vigilant.

Right now, the President noted, one of the best ways to stay healthy this winter and avoid confusion about the overlapping symptoms between flu and COVID-19 is to get a flu shot. He urged anyone who has not yet gotten a flu shot to do so. The university has been very focused in recent weeks on flu vaccine compliance in the on-campus cohort. For the past several weeks, the university has sent reminders to all members of its on-campus cohort, including the faculty, to remind them of the flu vaccination requirement. For all those approved for campus access, today (December 11) is the final deadline to come into compliance with the flu vaccine requirement. Those who are not in compliance will be removed from campus access and be required to reapply in the spring.

The President recognized that 2020 has been a long road, but he noted that all the experts are speaking to the need to continue to remain vigilant this winter to do whatever possible to limit the spread of the virus. This unfortunately means continuing to limit travel to the extent possible during this time of unprecedented virus transmission across the country. The university will be continuing to employ all the protocols necessary within the on-campus population to protect the health and safety of its community and the surrounding communities.

President LeBlanc referenced data released by the District this week that incorrectly suggested that universities are major sources of outbreaks. A subsequent clarifying statement was issued by the District; this statement confirmed that D.C. universities are working closely with the District and have been extremely responsible in managing their populations and protecting the community.

The President expressed his hope that everyone will continue to do their part to slow the spread of the virus so that all can look forward to better days in 2021. The university has its eyes on a fall reopening if possible and will be carefully watching the data on vaccine distribution and using that information to guide a decision around what a fall term will look like. The President noted that there will likely still be some faculty, students, and staff who feel vulnerable at the beginning of the fall semester given that the vaccine won't yet have been universally administered. A complete return to campus in fall 2021 may therefore be unlikely, but this does not mean that the university won't be able to do more than it is able to do now.

President LeBlanc expressed his hope for a better 2021, noting that 2020 will go down in history as an extremely difficult year for the world, the country, the city, and the university. Positive news about vaccines is extremely welcome so that people can begin to think about their future plans and begin the new year with an optimistic outlook.

Professor Griesshammer referenced the email sent earlier today by Provost Blake and EVP Diaz, which indicated that no further layoffs are anticipated this fiscal year, noting that a Hatchet report this week included a quote from a university spokesperson that the second phase of mitigation efforts was still ongoing. He requested clarification on this point. The President responded that today's statement from the Provost and the EVP is the most current and correct statement.

Professor Wilson thanked the President for the university's early decision about a virtual spring semester, noting that this greatly facilitated planning efforts by faculty. He asked whether the

university has started thinking about what the summer 2021 term will look like. The President responded that the university is now starting to plan for summer, noting that, as a general principle, the university tries to make announcements about a term or program in advance of (both enrollment and course) registration deadlines for the affected portion of a program. The Provost added that, thus far, the only concrete decision about summer 2021 is that there will not be a summer study abroad program this year; more information on the summer term will be available soon.

Professor Wirtz asked what the university's hiring plans are now that mitigation efforts have been completed. The President responded that the university is currently working to figure out its financial position. He recognized that hiring is a major concern and question and noted that the university will make an announcement as soon as it is in a position to communicate a definitive answer. Provost Blake added that the deans have asked about faculty hiring for later this year and the beginning of the coming fiscal year. With more budget clarity as well as information on attrition and enrollments, he noted that he will be in a position to start looking at faculty hiring requests more closely. He stated that he is working with Vice Provost for Faculty Affairs Bracey to solicit hiring requests and rationales from the deans now, earlier than usual, and will consider these carefully with an eye to the university's financial picture for the current and coming fiscal years. Recognizing that he was likely preaching to the choir, Professor Wirtz noted that the university's mission will be set back significantly if schools are unable to hire replacements for departed faculty.

Professor Tekleslassie asked whether the university has any opportunity to prioritize hiring back laid-off staff for newly open positions or to support laid-off staff in other ways. Provost Blake responded that the needs around new staff positions will evolve and that decisions around hiring would be made on a case-by-case basis. He expected there would be interest among staff in returning to work at the university. He noted that these decisions would be made at the unit level and that he is not aware of a formal policy to hire back staff who have been laid off under this year's mitigation efforts. Professor Tekleslassie added that many staff who were laid off had spent their entire careers at GW and do not have the social capital to navigate the wider market; he noted that many are also minorities, and he asked what the university is doing to support these individuals who have dedicated their professional lives to the university. The Provost responded that each situation was different and that HR personnel provided individualized transition services to staff. He reiterated that he can't presuppose the future, but if new functions and positions are opened to hire, hiring managers will likely strongly consider these laid-off staff on the strength of their previous GW experience.

Professor Galston asked for clarification on how many faculty positions were lost in the previous academic year, noting the range she had heard was 55-60. She asked that there be clarity on the decrease in the size of the faculty before the university talks about approving new hires. The Provost responded that an exact number is difficult to provide, noting that faculty searches are approved almost a year in advance and that many were ongoing when the hiring freeze took effect in March. At that point, the Provost noted, he looked at each individual search with the relevant dean, assessing search status, the need for the search, and the impact on mitigation efforts. About half of the searches were approved to continue through the freeze, and about half were delayed. Beyond this, there was some attrition as well as some special case requests from the schools that impact the numbers. He indicated he would need to better define what is meant by "baseline" and bring concrete numbers based on that definition back to the Senate.

Professor Khilji asked for the exact numbers on staff layoffs. Provost Blake responded that this number (339 staff in total) was reported in today's email.

Professor Cohen-Cole reflected on the past year and the announcement of the 20/30 plan; when the plan was first announced to the press, he recalled, press reports noted that the plan included layoffs of both staff and faculty. A year ago, he further recalled, the President told the Senate that enrollment cuts would be paid for by making GW more expensive for students via a move to a variable tuition plan and via decreasing financial aid by one discount point per year, or about 10% of the overall financial aid budget, over five years. Although the 20/30 plan was marketed as improving the student experience, he suggested that the announcements indicate that the brunt of the plan's cost would be borne by poor and middle-income students. He noted that as GW was planning to charge students more, Professors Griesshammer, Orti, and Wagner noted in February that peer institutions were meeting full need. At present, he noted, GW is being out-priced by its competitors, Northeastern is providing no-loan aid to Pell-eligible students, and, in part because the 20/30 plan made GW more expensive, GW is not competing well in its market. GW is now down almost 8% in enrollments and missed its target for first-year enrollments by 18%. This, he suggested, is not a COVID-19 problem as, nationally, urban private institutions are down just 1-1.5% in enrollments. Additionally, schools in GW's market basket, such as USC, have a larger first-year class than they did in 2019 because, when the pandemic was on the horizon, they did not stick with their original plans, instead acting quickly to shore up enrollments, including by dramatically increasing financial aid. He asked whether the university would this year repeat the actions of last year and whether it is accurate that the 20/30 plan really is moot, given that the administration has thus far refused to commit to trying to return to 2018 enrollment levels. He asked whether the administration is still seeking to make GW more expensive by reducing the discount rate and to make it less competitive with its market basket institutions on price. He wondered whether the university is still pursuing the 20/30 plan but under another name, and, if not, whether the administration can commit to no longer seeking to reduce the discount rate and to enrolling at least as many students in 2021 as GW enrolled in 2019.

The President noted first that he did not agree with three-quarters of the premise of Professor Cohen-Cole's comments and did not want the record to reflect an attempt on his part to answer what he believed is not a correct statement of his views or prior statements. Rather than debate that point, he made a couple of points on this issue.

He noted first that it is important to understand that the fixed tuition policy is a regressive policy and is not a progressive financial aid policy. Changing that policy was part of the university's strategy to be able to address more of the need of GW's neediest students. Second, he noted that the financial aid budget serves many purposes, and the university is trying to ensure that its primary purpose it serves is to meet more of the need of the neediest students, starting with Pell-eligible students. This will be part of the university's plan going forward. Third, he noted that he has publicly discussed and committed to using two major estate gifts to raising more money for the financial aid budget, which would be applied to GW's neediest students.

With regard to matching the university's 2019 enrollment, the President noted that it is not reasonable to be on a roller coaster with regard to enrollment, which is a four-year pipeline. Trying to make up all of one year's losses in a single admissions cycle creates a "pig in a python" situation, with a bulge in the pipeline moving through the system; to avoid this, the university needs to employ a smoothing function in enrollment over time toward the end goal. He reiterated a point he made

previously: that the pandemic upset many of the assumptions that were underlying enrollment discussions prior to the pandemic. These assumptions now have to be revisited, applying new data and answering the kinds of questions Professor Cohen-Cole is posing on what this means for the size of a first-year class in light of a goal over time. This is the work of the Provost and the committee on enrollment.

Provost Blake noted that he also did not agree with many of Professor Cohen-Cole's comments but added that he very much appreciates and welcomes Professor Cohen-Cole's participation on the future enrollment committee. This committee, which includes a number of students, faculty, and deans, is going into its work with a blank canvas and a great deal of data with a view to thinking about all of the dimensions of the classes to be enrolled. Vice Provost Goff agreed that this committee is taking a tabula rasa approach. He noted that he has begun discussions with each of the deans around instructional capacities and added that the future enrollment committee is looking at what GW's desired student profile from a mission standpoint could be in 2026. He noted that no restrictions have been placed on the committee's work with regard to previous enrollment plans. Rather, he has been told to proceed and let the data speak for itself, and this is how he intends to proceed with strategic enrollment management plans.

Professor Cohen-Cole asked how much revenue the university needs to bring in to restore decreasing levels of need being met, either financially or instructionally. If previously announced temporary mitigation measures are indeed temporary, he asked, then when and under what timeframe are they to be lifted? If they can only be corrected over a longer term, then these measures are less temporary in nature. President LeBlanc responded that the big unknown in this conversation is the applicant pool. Last year, he noted, the university had the benefit that the applicant pool last year was built before the pandemic hit; this year, GW faces the uncertainty of what influence, if any, the pandemic and the university being virtual for the year will have on the applicant pool. He noted and Vice Provost Goff confirmed that, year-over-year thus far, applications are not only holding but are up a few percentage points. However, the process is still in its early days, with less than half of total expected applications in thus far. The university still does not know what its applicant pool will be, and GW's goals—diversity, student quality, class size—have to be held up against the applicant pool to see what the pool will support. In addition, it is not yet known what yield might look like if the university can't definitely state that it will return to full in-person instruction in the fall when students are making decisions in April and May. All of this means that the predictability of the typical approach, which is statistical and predictable, has been overturned by the pandemic, and the university needs to be conservative in its assumptions. Provost Blake added that the university also needs to consider the function of potential revenue gains from increased tuition revenues and higher operating costs to support more students. He noted that all present share the concern that the institution remain fiscally stable.

Professor Wilson asked what part of student financial aid is grants as opposed loans and whether loans constitute assets that can be placed in the endowment. He wondered if more need could be met if the university made more loans to students. Vice Provost Goff noted that he did not have on hand the percentage of financial aid made up of loans but noted that most of the loans are made through the guaranteed federal loan program; GW does not have an opportunity to invest in this area directly. Professor Wilson asked why the university doesn't lend directly to students from its assets, suggesting that the interest rate it could charge for loans might surpass the rate of return on the endowment. The President responded that this is a policy question; he noted that he would be reluctant to show recent endowment returns as representative of what the university hopes to

achieve in the future. As previously reported to the Senate, there are some legacy investments that are not performing particularly well. Beyond this, however, there are issues around payback rates and defaults; managing student loans is a complex business, and the loans offered as part of GW's financial aid packages are run through the federal student loan program as opposed to through the university as a private equity investor.

The President referenced an offline question from Professor Orti as to whether GW's applicant pool might improve if the university were to meet full financial need. The President responded that his expectation is that, if GW announced it would meet full financial need, the university would receive more applications and that the cost of meeting full need would increase dramatically as a function of a change to the applicant pool. Professor Orti asked if this might be one way to manage the applicant pool by providing clarity in this area. President LeBlanc responded that how a university decides to meet need is a complex decision and could be an entirely separate topic of discussion in itself. He noted, for example, that a university can say it will meet full need but then will take need into account at the time of admission, resulting in its only admitting students it knows it can support financially. Other institutions have need-blind admissions and don't guarantee that they will meet full need. GW's current efforts are focused on working to see if it can do better on meeting the full need of its neediest students. He noted that the total unmet need for GW's undergraduate population is, collectively, around \$35 million. Meeting this fully would require an endowment of over \$700 million devoted solely to need-based aid. This is in the face of an applicant pool that applied knowing the university can't meet full need. If GW were to say it would meet full need, the applicant pool would change, and \$35 million would not be sufficient.

Professor Griesshammer noted that the university didn't exhaust its waitlist last year as there were some students there who apparently didn't fulfill the university's criteria on academic quality. He asked whether the university might this year fill the waitlist with those it would happily admit. President LeBlanc responded that "happily admit" is a context-dependent term, noting that it shifts as an institution moves through its rounds of desired admits. The waitlist is a mechanism to create options through the process after the first round of options and represents a desire to maximize options as much as possible. The Provost noted that the admitted student pool is also curated to a variety of outcomes the university has deemed important (e.g., academic quality, diversity, spread across schools). The waitlist is made up of acceptable students who would, if admitted, change the nature of this outcome picture. He added that the university only wants to admit students it thinks will succeed at GW. Vice Provost Goff added that he wouldn't agree with the idea that the waitlist is made up in part of students who GW wouldn't want on the basis of academic quality. Rather, he noted, the university is trying to meet an overall distribution of students on a variety of dimensions; the waitlist represents a reserve group that could shift this distribution.

REPORT: Annual Fiscal Planning & University Budget Report (Professors Joe Cordes and Susan Kulp, Co-Chairs, Fiscal Planning & Budgeting Committee)

Professors Cordes and Kulp presented the attached slides and then took questions from the Senate membership. In addition to the content available on the slides, Professor Kulp noted that GW drew on available cash lines of credit early in the pandemic in order to have cash available if needed. The university plans to pay this line back as the university and world stabilize and the need for increased cash on hand diminishes. She noted that observed increases in other assets and debt are largely related to accounting timelines and when certain items are reflected on the university's balance sheets. She noted that the majority of losses in the previous fiscal year were attributable to the MFA.

Last year was the first full year following the MFA restructuring, and comparative numbers for the MFA are reflecting a full year against a partial year.

Professor Cordes noted that the university's financial situation is sound and solid but not unassailable. Related to the portion of the university loss attributable to the MFA, he noted that the MFA is an independent, nonprofit entity that is a wholly owned subsidiary of GW; GW now has a management role on the MFA board. Prior to the restructuring of the MFA, this managerial relationship did not exist, and lines of control were looser. A consequence of this is the consolidation of the MFA and university financial statements. He added, however, that losses within the MFA don't necessarily translate to those losses being picked up by the university in a way that directly impacts the university and its overall credit rating.

Professor Cordes, in discussing the differences between the FY21 pre-COVID baseline and approved budgets, noted that there were two drivers of the fiscal circumstances the university found itself in due to the pandemic that needed to be addressed. The first was a loss of net tuition revenue and soft enrollments, and the second was the loss in revenue from auxiliary services (e.g., housing). The two main areas implementing mitigation measures to offset these losses were compensation and purchased services.

Professor Galston asked what the reference in the Moody's report to misaligned missions (in particular between the MFA and GW) means; she also asked what the cause of the losses in the MFA was and whether the university forecasts there will be fewer in the future. Professor Cordes suggested that the reference to misalignment may have been a broader statement reflecting recent conflicts between the faculty and administration that have been reported in the press. In response to Professor Galston's second question, Professor Cordes responded that the problem with the MFA as it was originally constituted many years ago was that it was an entity that knew it would be subsidized by the university but that wasn't accountable to the university. This created a recipe for cost overruns and inefficient management practices. The new MFA organization addresses this by explicitly making the university a shareholder (managed by Trustee Ellen Zane, who has extensive experience with medical enterprise management). This tighter oversight is expected to help forestall future deficits. However, COVID-19 losses were inevitable due to the fact that many physicians couldn't provide their usual services. He noted that a future report to the Senate on the MFA will address this in more detail. Professor Kulp added that the university's goal is to break even this year; she noted that the MFA is working to achieve revenue goal and has already cut about \$20 million in expenses, partially by negotiating a third-party insurance contract.

Professor Galston requested clarification on the savings realized by the retirement plan contribution suspension, observing that savings were listed in the report at both \$27 million and \$40 million. Professor Cordes clarified that the total savings under this mitigation element could have been \$40 million. However, the actual number was lower as the retirement plan contribution suspension was not implemented until October.

Professor Galston asked what GW's real estate yield is and how the university compares to others in the region. Professor Cordes deferred this question to the Fiscal Planning & Budgeting committee meeting that will focus on the endowment; that meeting will bring in a representative from the company that manages GW's endowment.



Professor Lewis commented on the MFA in response to her sense that the MFA was being perceived as a liability to the university. She reminded the Senate that the clinical faculty are GW faculty. They not only provide clinical care at the hospital but also train hundreds of medical students, physician assistants, and residents. In addition, they provide clinical care and are engaged in research, including through extramural, federally-funded grants. She noted that clinical faculty have proceeded even under COVID-19, pivoting to telemedicine. She noted that financial losses at the MFA are perhaps in part management-related but have to do in large part with an older agreement with UHS. These issues are being worked out at high levels now. Professor Cordes concurred that the MFA is a major contributor at GW and noted that the university assumes the liabilities that come with this partnership because of the value the MFA brings to the university.

Professor Wirtz recalled asking at a previous Senate meeting about the MFA's situation and noted his surprise that the President's response then was that the MFA was doing very well and intended to break even this year. He noted that he felt a little deceived by that response, as that question would have provided an opportunity for the administration to say that the MFA ran a fairly significant loss last year but is looking forward to remediating that problem this year. With no intent to denigrate the MFA's clear and enormous contributions to the university, he expressed concern that one way that the new organization provides more a symbiotic relationship between GW and MFA than these organizations enjoyed in past is by making some GW resources available to the MFA in ways they weren't previously. For example, he noted, the MFA apparently no longer has its own general counsel as it can use the university's general counsel (in an office, he added, that has already let some of its staff go this year). He asked whether an offload to the university of responsibilities such as this is how the MFA is improving its financial picture while, simultaneously, the university ends up spending more to cover these costs. Professor Cordes responded that this is a question that will get more specific attention in a Senate report on the MFA.

Professor Wilson noted that, for long-dated debt, the interest rate is relatively high given currently available rates, and he asked whether any of this debt might be refinanced. He also suggested that, in looking at the various 2021 scenarios illustrated in the presentation, there might be an additional one to consider—a virtual term but with higher enrollments. Professor Cordes responded that this could be an intermediate scenario. He added that opening “normally” in fall 2021 is something the university really wants to work toward for a number of reasons, in particular because it has a demonstrable effect on revenue. He added that his committee will discuss debt refinancing options at its next meeting.

Professor Wagner asked about slide 8, noting the reference to a “lack of full institutional alignment with strategic plan and pandemic related measures raises governance and management risks.” Professor Cordes responded that EVP Diaz had conversations with Moody's when GW's bond rating was being reviewed. Those conversations took place when GW was not getting the best press; this may be what this comment refers to, but EVP Diaz would be better positioned to answer this question. He noted that rating agencies are interested in the ability of an organization to react, to innovate, and to perform on certain intangibles—governance would be one of these elements. Professor Wagner commented that this external credit rating agency has apparently picked up on the problematic relationship between the administration and faculty on matters of strategic planning and governance. She noted that this should be a sign to the President and Provost that they need to take seriously that the process of planning and deliberating about GW's future has to take faculty views and input into account. When they are not consulted on issues they know well, faculty push back,

and, when that happens, those evaluating the institution's stability take note. The President responded that this speculation makes sense and that he takes the point.

Professor Sarkar asked about restrictions on the endowment, wondering if requests to the Board to tap endowment resources for financial mitigation were entirely doable if endowment funds are in fact restricted. Professor Cordes responded that, when he along with a small group of faculty, met with members of the Board, they made the case for the use of some university-wide assets for mitigation efforts. He noted that one argument against this is that the endowment is restricted. He noted that this is true for the portion of the endowment exclusively characterized as restricted (approximately 30% of GW's endowment). Those funds can't be used beyond their defined purpose. The unrestricted portion of the endowment (the "quasi-endowment," which consists of stocks, bonds, real estate property) has no legal prohibition for the use of these funds. The use of this portion of the endowment becomes a policy question, and the Board, in its decision to make some unrestricted assets available for mitigation efforts, were not using true restricted endowment funds for this purpose. Professor Galston added that the trustees heard the faculty's argument and were responsive; the faculty are grateful for that. She added that resources allocated by the Board came from unrestricted funds.

Professor Sarkar asked about the 2021 scenarios, noting that the elimination of 339 positions represents cost savings not just for the current year but an operational adjustment for lower costs going forward. Professor Cordes confirmed that this is reflected in the assumptions set out in the presentation, which include new revenue and lowered expenses. He added that the university remains financially sound—albeit not unassailable—at this point and noted his sense that GW has performed in the ballpark of its peer institutions during this time.

## GENERAL BUSINESS

### I. Nominations for election of new members to Senate standing committees

One committee nomination was approved by unanimous consent:

- Research: Professor Tarek El-Ghazawi (SEAS/voting)

### II. Reports of the Standing Committees

Interim reports from the following committees are attached:

- Appointment, Salary, & Promotion Policies
- Educational Policy & Technology
- Physical Facilities
- Professional Ethics & Academic Freedom
- Research
- University & Urban Affairs

### III. Report of the Executive Committee: Professor Arthur Wilson, Chair

Professor Wilson referenced the attached FSEC report in his comments.

#### IV. Provost's Remarks

- The Provost extended his thanks to the Senate for their work on behalf of their colleagues and students this semester and wished everyone a relaxing winter break and a much better 2021.
- Plans for the in-person instruction that will be accommodated in the spring semester have now been finalized.
- Research continues—human research has continued under COVID-19 safety protocols.
- Spring course registrations are on par with fall 2020 registrations. This is being monitored closely, and the university continues to conduct a great deal of outreach to engage students. Undergraduate applications are on a par with last year, and graduate applications are currently up over last year's numbers.
- Faculty are asked to please submit grades on time following the end of the final exam period.
- In partnership with the Student Association and the Educational Policy and Technology committee, faculty are urged to make use of the Blackboard Syllabi Repository, or the syllabi bank. When students prepare to register for courses, they rely on available syllabi to gain information about course expectations, which allows them to make better-informed decisions about what courses will meet their needs and interests.
- Two student policy changes this week:
  - Effective this month, every student will be entitled to unlimited free electronic transcripts.
  - Effective in the spring, students will receive a 100% refund for course load changes during the two-week drop/add period for spring, summer, and fall terms. Additionally, the refund period will be extended from 4 to 5 weeks in the fall and spring. This updated policy will give students peace of mind as they are able to make informed course registration decisions without concern for financials.
- Vice Provost Goff offered a few additional comments on enrollment:
  - The university continues to follow up with returns for new students who deferred in the fall; over 70 of these students will be starting as new students in the spring
  - Engagement efforts with students who registered for leaves of absence after the university's virtual fall announcement are yielding success, with a large group of these students registering for spring courses.

#### V. Chair's Remarks

- Milken Institute School of Public Health (GWSPH) Professor David Michaels has been named to President-elect Joe Biden's Transition COVID-19 Advisory Board, a team of experts who will assist the new administration in developing public health plans that will be implemented when he assumes office. Dr. Michaels was involved recently in GW's campus HVAC assessment. Once again, both GW and the country are fortunate to benefit from the expertise of GW faculty during this pandemic. The university also

learned a few weeks ago about faculty involved in other transition work, including Professors Shambaugh, Kojm, and Creedon from the Elliott School. In addition, more than 20 alumni are involved in the new administration's transition work, and one has a central role in the new administration: Rohini Kosoglu, a graduate of the Graduate School of Political Management, was named domestic policy adviser to Vice President-elect Harris. Finally, GW's Dr. Kevin O'Connor is President-elect Biden's personal physician.

- The President has been pleased this semester to attend many faculty meetings—recently with the School of Nursing, the Elliott School, the School of Business, GWSPH, the Columbian College, and the College of Professional Studies. He is meeting with GSEHD next week, and the Provost also has been making the rounds. The President noted that he has enjoyed these meetings and the opportunity to meet more faculty, learn about challenges and opportunities, and answer questions.
- The President is also enjoying more chances to meet students via small-group virtual sessions. This provides an excellent opportunity to hear about students' experience with their education as well as any challenges they are facing. He noted that students he has met with have pretty uniformly praised the educational experience and what the faculty have done to maintain the quality of that experience in a virtual learning environment. He also had the opportunity to meet with GW families in small virtual settings this week. He noted that he asked the families what they are hearing from their students about GW this semester and heard a lot of positive feedback.
- The President highlighted a couple of successful philanthropic efforts.
  - GW recently announced that more than \$22.5 million in gifts would be used to create need-based student scholarships and as the basis for a campaign to get more philanthropy focused on need-based scholarships. This impressive amount includes a gift of more than \$15 million that is the largest one-time alumni donation in university history. It also includes \$1.5 million from bequests that the President has designated to provide direct assistance to students through need-based grants and scholarships. The university is very fortunate to benefit from the incredible generosity of its alumni and the many members of the university community who are working every day to create more opportunities for GW's students. The personal stories of the individuals making these gifts are fascinating: two generations of orphans who were educated at GW through the generosity of others motivated these gifts. This represents an incredible example of people giving back.
  - The university also announced a transformational \$12.5 million gift pledge from Ambassador John Loeb, Jr., to advance religious freedom work at GW. The ambassador's bequest builds on his initial \$2.5 million gift in 2016 that established the Loeb Institute for Religious Freedom at GW. A deep personal story motivated the Ambassador's gift as well, going back to George Washington's letter voicing his support for the first synagogue in the United States and

for freedom of religion in this country. In addition to its gratitude to the Ambassador, the university also owes thanks to the faculty and academic leadership for their commitment to advancing the institute's work.

- The university is planning for a celebration of its bicentennial in 2021, planning numerous virtual events and engagement opportunities for the entire GW community around the world to mark this milestone. Next fall's alumni weekend will celebrate the closing of the bicentennial year and will provide a mechanism for talking about the great work in GW's past and the potential for its future as well as for engaging families, donors, and foundations interested in giving to the university. Good progress has been made on planning the celebrations, and more information will be shared with the community beginning in January.

### ADJOURNMENT

The meeting was adjourned at 4:34pm.

# Report on University Finances

Faculty Senate Fiscal Planning and Budgeting Committee

Fall 2020

# Outline

- Fiscal 2020 in review
- University Credit Rating
- Fiscal 2021
- Beyond 2021: Opportunities and Challenges

# Fiscal 2020

- First full-year with MFA consolidation
  - Of the University loss, significant portion due to MFA
- Change to Accounting for Leases
  - Reduces off-balance sheet leases. Affects Balance Sheet and Income Statement
- COVID impact (spring 2020)
  - Housing
  - Patient Revenues
- Auditor Change – Grant Thornton
- Endowment performance



# Revenue and Expense: 2020

Consolidated Statement of Activities  
Year Ended June 30, 2020  
(in thousands)

Consolidated Statement of Activities  
Year Ended June 30, 2019  
(in thousands)

	Consolidated Statement of Activities Year Ended June 30, 2020 (in thousands)			Consolidated Statement of Activities Year Ended June 30, 2019 (in thousands)		
	Without Donor Restrictions	With Donor Restrictions	Total	Without Donor Restrictions	With Donor Restrictions	Total
<b>OPERATING REVENUE</b>						
Student tuition and fees, net of \$340,440 university funded scholarships	\$ 784,524	\$ -	\$ 784,524	\$ 774,143	\$ -	\$ 774,143
→ Patient care, net	278,212	-	278,212	171,188	-	171,188
→ Grants and contracts including indirect cost recoveries	209,133	-	209,133	206,391	-	206,391
Auxiliary enterprises, net	90,387	-	90,387	119,753	-	119,753
Endowment income distributed for operations	86,581	-	86,581	86,575	-	86,575
Medical education agreements	61,472	-	61,472	65,391	-	65,391
Contributions	27,248	-	27,248	19,079	-	19,079
Investment income used in operations	18,321	-	18,321	25,871	-	25,871
Net assets released from restrictions	12,200	-	12,200	13,351	-	13,351
Other	117,026	-	117,026	64,825	-	64,825
<b>Total operating revenue</b>	<b>1,685,104</b>	<b>-</b>	<b>1,685,104</b>	<b>1,548,168</b>	<b>-</b>	<b>1,548,168</b>
<b>OPERATING EXPENSES</b>						
Salaries and benefits	1,042,738	-	1,042,738	891,934	-	891,934
Purchased services	266,940	-	266,940	250,860	-	250,860
Depreciation	93,808	-	93,808	90,373	-	90,373
Interest	73,953	-	73,953	70,593	-	70,593
Scholarships and fellowships	26,471	-	26,471	17,270	-	17,270
Other	240,401	-	240,401	208,509	-	208,509
<b>Total operating expenses</b>	<b>1,744,311</b>	<b>-</b>	<b>1,744,311</b>	<b>1,529,538</b>	<b>-</b>	<b>1,529,538</b>
<b>DECREASE IN NET ASSETS FROM OPERATING ACTIVITIES</b>	<b>(59,207)</b>	<b>-</b>	<b>(59,207)</b>	<b>16,628</b>	<b>-</b>	<b>16,628</b>
<b>NON-OPERATING ACTIVITIES</b>						
Investment income, net	55,749	(5,998)	49,751	40,284	(848)	39,436
Net assets released from restriction	35,077	(47,277)	(12,200)	40,994	(34,345)	(13,351)
Contributions, net	-	48,270	48,270	-	34,069	34,069
Endowment income distributed for operations	(87,775)	1,194	(86,581)	(88,697)	2,123	(86,575)
Other	(2,841)	2,221	(620)	(4,594)	401	(4,193)
<b>Total non-operating activities</b>	<b>210</b>	<b>(1,590)</b>	<b>(1,380)</b>	<b>(13,013)</b>	<b>(18,601)</b>	<b>(30,614)</b>
<b>DECREASE IN NET ASSETS</b>	<b>(58,997)</b>	<b>(1,590)</b>	<b>(60,587)</b>	<b>4,615</b>	<b>(18,601)</b>	<b>(13,986)</b>
<b>NET ASSETS AT THE BEGINNING OF THE YEAR</b>	<b>1,668,158</b>	<b>687,488</b>	<b>2,355,646</b>	<b>1,663,543</b>	<b>706,089</b>	<b>2,369,632</b>
<b>NET ASSETS AT THE END OF THE YEAR</b>	<b>\$ 1,609,161</b>	<b>\$ 685,898</b>	<b>\$ 2,295,059</b>	<b>\$ 1,668,158</b>	<b>\$ 687,488</b>	<b>\$ 2,355,646</b>

# University Balance Sheet : 2020 and 2019

THE GEORGE  
WASHINGTON  
UNIVERSITY  
WASHINGTON, DC

Consolidated Balance Sheets  
As of June 30, 2020 and 2019  
(in thousands)

	<u>2020</u>	<u>2019</u>
<b>ASSETS</b>		
→ Cash and cash equivalents	\$ 696,429	\$ 162,476
Short-term investments	100	269,524
Accounts receivable, net	129,026	141,351
Contributions receivable, net	29,349	36,677
Investments	2,329,157	2,306,287
Loans and notes receivable, net	20,983	26,368
Property, plant, and equipment, net	1,771,307	1,780,440
→ Other assets	123,907	24,925
<b>Total assets</b>	<b><u>\$ 5,100,258</u></b>	<b><u>\$ 4,748,048</u></b>
<b>LIABILITIES</b>		
Accounts payable and accrued expenses	\$ 395,258	\$ 305,578
Deferred revenue	140,254	117,079
→ Long-term debt, net	2,244,657	1,940,133
Funds advanced for student loans	25,030	29,612
<b>Total liabilities</b>	<b><u>2,805,199</u></b>	<b><u>2,392,402</u></b>
<b>NET ASSETS</b>		
Without donor restrictions	1,609,161	1,668,158
With donor restrictions	685,898	687,488
<b>Total net assets</b>	<b><u>2,295,059</u></b>	<b><u>2,355,646</u></b>
<b>Total liabilities and net assets</b>	<b><u>\$ 5,100,258</u></b>	<b><u>\$ 4,748,048</u></b>

# Consolidated Cash Flows 2020 & 2019

THE GEORGE  
WASHINGTON  
UNIVERSITY  
WASHINGTON, DC

Consolidated Statements of Cash Flows  
Years Ended June 30, 2020 and 2019  
(in thousands)

	2020	2019
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Change in net assets	\$ (60,587)	\$ (13,986)
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Contribution - MFA business combination	-	(3,109)
Contributions restricted for long-term investment	(4,068)	(7,885)
Donated assets	(140)	(206)
Depreciation, amortization and accretion expenses	93,961	90,434
Net realized/unrealized (gain) on investments	(34,795)	(23,285)
Other non-cash items	3,852	3,755
Changes in operating assets and liabilities:		
Accounts receivable	8,043	(2,696)
Contributions receivable	7,328	10,694
Other assets	(98,902)	3,664
Accounts payable and accrued expenses	96,240	10,560
Deferred revenue	28,186	(2,617)
<b>Net cash provided by operating activities</b>	<b>39,118</b>	<b>65,323</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchases of investments	(463,972)	(739,348)
Sales and maturity of investments	748,210	777,396
Purchases of property, plant, and equipment	(87,855)	(86,727)
Cash investment - MFA business combination	-	11,774
Change in other loans and notes receivable	5,411	4,404
<b>Net cash provided by (used in) investing activities</b>	<b>201,794</b>	<b>(32,501)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Contributions restricted for long-term investment	4,068	7,885
Payments of long-term debt	(2,211)	(474)
Proceeds from borrowings	125,000	-
Net proceeds from borrowings on lines of credit	174,091	1,310
Refunds (payments) of debt issuance costs	(30)	75
Payments of finance lease obligations	(3,295)	(1,941)
Change in refundable government student loan funds	(4,582)	(9)
<b>Net cash provided by financing activities</b>	<b>293,041</b>	<b>6,846</b>
<b>NET CHANGE IN CASH AND CASH EQUIVALENTS</b>	<b>533,953</b>	<b>39,668</b>
<b>CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR</b>	<b>162,476</b>	<b>122,808</b>
<b>CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR</b>	<b>\$ 696,429</b>	<b>\$ 162,476</b>
<b>SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION</b>		
Net interest paid	\$ 85,609	\$ 79,910
Income tax payments	2,668	1,341



# Income: University and MFA

THE GEORGE  
WASHINGTON  
UNIVERSITY

WASHINGTON, DC

Supplemental Schedule to the Consolidated Financial Statements  
Consolidating Statement of Activities  
Year Ended June 30, 2020  
(in thousands)

	<u>GWU</u>	<u>MFA</u>	<u>Elimination</u>	<u>Total</u>
<b>OPERATING REVENUE</b>				
Student tuition and fees, net of \$340,440 university funded scholarships	\$ 784,524	\$ -	\$ -	\$ 784,524
Patient care, net	-	278,212	-	278,212
Grants and contracts including indirect cost recoveries	207,478	5,303	(3,648)	209,133
Auxiliary enterprises, net	89,716	671	-	90,387
Endowment income distributed for operations	86,581	-	-	86,581
Medical education agreements	69,031	18,981	(26,540)	61,472
Contributions	27,248	-	-	27,248
Investment income used in operations	17,108	1,349	(136)	18,321
Net assets released from restrictions	12,200	-	-	12,200
Other	32,345	99,942	(15,261)	117,026
<b>Total operating revenue</b>	<u>1,326,231</u>	<u>404,458</u>	<u>(45,585)</u>	<u>1,685,104</u>
<b>OPERATING EXPENSES</b>				
Salaries and benefits	744,233	298,365	140	1,042,738
Purchased services	265,396	37,843	(36,299)	266,940
Depreciation	86,623	7,185	-	93,808
Interest	68,790	5,299	(136)	73,953
Scholarships and fellowships	26,471	-	-	26,471
Other	130,971	98,720	(9,290)	240,401
<b>Total operating expenses</b>	<u>1,342,484</u>	<u>447,412</u>	<u>(45,585)</u>	<u>1,744,311</u>
<b>DECREASE IN NET ASSETS FROM OPERATING ACTIVITIES</b>	<u>(16,253)</u>	<u>(42,954)</u>	<u>-</u>	<u>(59,207)</u>
<b>NON-OPERATING ACTIVITIES</b>				
Investment income, net	49,751	-	-	49,751
Net assets released from restriction	(12,200)	-	-	(12,200)
Contributions, net	48,270	-	-	48,270
Endowment income distributed for operations	(86,581)	-	-	(86,581)
Other	(620)	-	-	(620)
<b>Total non-operating activities</b>	<u>(1,380)</u>	<u>-</u>	<u>-</u>	<u>(1,380)</u>
<b>DECREASE IN NET ASSETS</b>	<u>(17,633)</u>	<u>(42,954)</u>	<u>-</u>	<u>(60,587)</u>
<b>NET ASSETS AT THE BEGINNING OF THE YEAR</b>	<u>2,346,875</u>	<u>11,880</u>	<u>(3,109)</u>	<u>2,355,646</u>
<b>NET ASSETS AT THE END OF THE YEAR</b>	<u>\$ 2,329,242</u>	<u>\$ (31,074)</u>	<u>\$ (3,109)</u>	<u>\$ 2,295,059</u>

# Credit Rating

[https://finance.gwu.edu/sites/g/files/zaxdzs3726/f/downloads/Credit Opinion - George-Washington-University-DC - 14Oct20.pdf](https://finance.gwu.edu/sites/g/files/zaxdzs3726/f/downloads/Credit%20Opinion%20-%20George-Washington-University-DC%20-%2014Oct20.pdf)

GW Bond rating: A1 (higher ratings Aa3 – aA1, Aaa)  
Outlook (Stable)

## Credit strengths

- » Strong national profile for comprehensive university aided by location in Washington, DC
- » Favorable total wealth, with total cash and investment in excess of \$3 billion, including real estate assets
- » Absolute scale, with \$1.7 billion in operating revenue
- » Immediate actions to respond to revenue challenges highlights continued strong financial and risk management

## Credit challenges

- » Financial resources have above average concentration in commercial real estate holdings near campus, complicated by government restrictions tied to the coronavirus pandemic
- » Restructuring of faculty practice plan increases direct healthcare risk; management of hospital relationship challenged by potential mission misalignment
- » Long dated bullet maturity debt structure amplifies importance of favorable treasury management
- » Lack of full institutional alignment with strategic plan and pandemic related measures raises governance and management risks

# Credit Rating Continued

## Rating outlook

The stable outlook reflects our expectations that management will continue to take prudent and aggressive actions to adjust to near term operational and financial challenges posed by the coronavirus pandemic and positions the university towards long term fiscal sustainability. Based on outlined plans for adjustment, GWU should revert to historical performance after the disruption caused in fiscal 2021, with operational cash flow margins of above 10% and over 200 monthly days cash on hand.

## Factors that could lead to an upgrade

- » Substantial increase in operating reserves
- » Sustained improvement in cash flow from operations, which would partially mitigate high debt levels
- » Further strengthening of long term strategic position, reflected in ability to successfully implement its strategic plan while also improving the position of its academic medical center

## Factors that could lead to a downgrade

- » Softening of student demand or operating performance with cash flow margins below 10%
- » Increase in financial leverage given already high debt levels
- » Marked reduction in unrestricted liquidity
- » Material decline in market value of real estate assets

# GW Credit Rating

reflects the university's large scale, with \$1.7 billion in operating revenue and considerable financial strength, reflected by \$3 billion in cash and investments. **Operating performance will soften in fiscal 2021 but management has identified a path for break even operating performance.** The university's strategic position is very good, driven by the university's diversified programs offerings at the graduate and undergraduate level and planning actions to position the university in a changing higher education landscape. **Offsetting credit considerations include high financial leverage, with spendable cash and investments to total debt of 1.2 times, and a large investment concentration in directly held commercial real estate, geographically concentrated near the campus.** The university also has both **direct and indirect exposure to health care** through its faculty practice plan, which has recently generated losses, and affiliation with a for profit hospital.

# Fiscal 2021

- Fiscal 2021 Budget
- Fiscal Mitigation Measures
- Fiscal 2021 Update



# Approved “Provisional” 2021 Budget Relative to Pre-Covid 2021 Baseline

	<b>FY 2021 Baseline</b>	<b>FY 2021 Approved</b>	<b>Difference</b>
<b>Tuition and Fees - Net</b>	\$ 799.50	\$ 723.30	-76.2
<b>Indirect Cost Recoveries</b>	35.4	28.3	-7.1
<b>Medical Education</b>	70.6	70.6	0.0
<b>Contributions, net</b>	26.6	26.6	0.0
<b>Endowment Support</b>	86.2	86.2	0.0
<b>Investment Income</b>	16.0	18.5	2.5
<b>Auxiliaries</b>	114.0	14.6	-99.4
<b>Other Income</b>	26.8	46.8	20.0
<b>Total - Revenue</b>	<b>1,175.1</b>	<b>1,014.9</b>	<b>-160.2</b>
<b>Expenses</b>			
<b>Compensation and</b>	688.9	599.3	-89.6
<b>Purchased Services</b>	170.2	143.1	-27.1
<b>Depreciation and</b>	85.2	85.2	0.0
<b>Occupancy</b>	51.2	46.4	-4.8
<b>Scholarships and</b>	15.3	15.3	0.0
<b>Interest</b>	66.7	66.7	0.0
<b>Other</b>	85.2	57.3	-27.9
<b>Contingency</b>			
<b>Total Expenses</b>	<b>1162.7</b>	<b>1014.9</b>	<b>-147.8</b>

# Budget Mitigation

- “Phase I”
  - Total Amount ≈ **\$100 million**
    - Employee reductions in force ≈ **\$47 million**
    - Temporary Faculty/Staff Merit Pay Freeze ≈ **\$15 million**
    - Noncompensation reductions ≈ **\$38 million**
- “Phase II”
  - Total amount ≈ **\$68 million**
    - Temporary Suspension of Retirement Contributions ≈ **\$27 million**
    - Expense reductions (school and unit level) ≈ **\$21 million**
    - Draw on unrestricted assets ≈ **\$20 million**

## FY2021 Q1 Tuition Projection

Millions	Full Year		
	Budget	Forecast	Favorable/ (Unfavorable )
<b>Revenue</b>			
Undergraduate Tuition Revenue	480.7	481.3	0.6
Graduate (On Campus) Tuition Revenue	315.0	319.8	4.8
Graduate (Off Campus) Tuition Revenue	54.9	56.2	1.3
Online Tuition Revenue	122.2	125.9	3.7
Non-Degree / Other Tuition Revenue	11.8	12.4	0.6
Summer Tuition Revenue	39.5	41.1	1.6
Fees (Application, Course, Other)	15.8	13.4	(2.4)
Student Tuition & Fees	1,039.9	1,050.1	10.2
University Funded Scholarships	(316.6)	(317.8)	(1.3)
Net Student Tuition & Fees	723.3	732.2	9.0

## FY2021 Q1 Full Forecast

Millions	Full Year		
	Budget	Forecast	Favorable / (Unfavorable)
<b><u>Revenue</u></b>			
Net Student Tuition & Fees	723.3	732.2	9.0
Indirect Cost Recoveries	28.3	32.4	4.1
Medical Education Agreements	70.2	70.2	-
Contributions, net	27.1	28.3	1.2
Endowment Support	86.2	86.2	-
Investment Income	18.5	14.5	(4.0)
Auxiliaries	14.6	23.5	8.8
<u>Other</u>	46.8	52.5	5.7
<b><u>Income</u></b>			
<b>Total - Revenue</b>	<b>\$ 1,015.0</b>	<b>\$ 1,039.8</b>	<b>\$ 24.8</b>
<b><u>Expenses</u></b>			
Compensation and Benefits	585.6	585.6	-
Purchased Services	162.8	162.8	-
Depreciation and Amortization	85.2	85.2	-
Occupancy	44.8	51.9	(7.0)
Scholarships and Fellowships	15.0	15.0	-
Interest	66.7	72.2	(5.4)
Other	53.13	53.13	-
	1.6	1.6	-
<b><u>Contingency</u></b>			
<b>Total - Expenses</b>	<b>\$ 1,015.0</b>	<b>\$ 1,027.4</b>	<b>\$ (12.5)</b>

# Update and Mitigation

Current projection - \$12.4M favorable (relative to initial budget projection)

Mitigation phase II components

- Pause of retirement contribution
  - \$1.4M/month base
  - \$1.8M/month match
- Curtail variable operating expenses
- University asset contribution
  - \$20M

Priority action

- Possible restoration of base retirement contribution - \$8.4M

# “Beyond” Fiscal 2021

- Pessimistic Scenario
  - University continues to operate virtually
- Moderately Optimistic Scenario
  - {Enrollment remains constant relative to FY 2021 + university opens in “normal” mode} => Increase in net income from auxiliary services (housing) + no 10% tuition discount
- Optimistic Scenario
  - {Enrollment higher than FY 2021 + university opens in “normal” mode} => Increase in in net tuition (including no 10% tuition discount) + net income from auxiliary services (housing)

# Opportunities & Challenges

- Opportunities

- Improving net auxiliary revenue from returning to normal operations
- Greater net tuition revenue from higher enrollments
- Completion of Thurston Hall renovations
- Improved endowment performance
- Capital campaign
- “New” Revenue streams
  - 21<sup>st</sup> and Penn
  - Near term expiration of World Bank lease

- Challenges

- National trends in undergraduate enrollment?
- Greater competition for admitted undergraduates (DOJ ruling)
- Completion of Thurston Hall Renovations
- Trends in international students?
- Changing environment for philanthropy



## 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

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**GW Faculty Senate Committee on Educational Policy and Technology  
Interim Report Submitted December 3<sup>rd</sup>, 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 3<sup>rd</sup>, May 11<sup>th</sup>, May 26<sup>th</sup>, July 2<sup>nd</sup>, September 9<sup>th</sup>, October 1<sup>st</sup>, and November 11<sup>th</sup>. The committee is scheduled to meet for the last time this year on December 10<sup>th</sup>.

The key items for the committee meetings were as follows:

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

In the May 11<sup>th</sup> 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 26<sup>th</sup> 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 2<sup>nd</sup> 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 9<sup>th</sup> 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 1<sup>st</sup> 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 11<sup>th</sup> 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

## Committee on Professional Ethics and Academic Freedom

Interim Report  
Academic Year 2020-21  
December 4, 2020

The Committee on Professional Ethics and Academic Freedom (PEAF) met this summer and again this fall via Webex. Between meetings, work was conducted via email and through subcommittee meetings.

### Title IX Policy

PEAF worked closely with Caroline Laguerre-Brown, Vice Provost for Diversity, Equity, and Community Engagement on revisions to the University's Title IX policy. This was necessarily done through a truncated process: The U.S. Department of Education promulgated its revised regulations in May but required universities to come into compliance with its changes by August 14. A PEAFF subcommittee conducted an expedited review as materials were brought to its attention and provided extensive input through several meetings and ongoing email correspondence. When the PEAFF met on July 7 to consider the revised policy, it was still in draft form. We approved the revised policy in principle, pending its finalization, as the subcommittee continued to work with Vice Provost Laguerre-Brown on perfecting the policy. She provided a report to the Senate on the revised policy at its July meeting. The policy was subsequently approved by the Board of Trustees. PEAFF Co-Chair Swaine provided a report on the Title IX policy review process at the Senate's September meeting.

### Intellectual Property and Digital Recording

PEAF convened a subcommittee on Recording On-Line Instruction to consider some of the concerns raised by the move to online teaching in response to the pandemic. After the subcommittee began its work, we were invited to join with the Senate Committee on Appointments, Salary, and Promotion Policies and the Senate Committee on Educational Policy and Technology in developing a *Resolution on GW Course Intellectual Property and Digital Recording*. That resolution was adopted by the Faculty Senate at its August meeting.

### Code of Ethical Conduct

At the request of the FSEC Chair, PEAFF responded to an invitation from Dorinda Tucker, Associate Vice President for the Office of Ethics, Compliance & Privacy, to collaborate on the revision of the University's current Statement of Ethical Principles, which was last issued in 2006. The revised document, renamed Code of Ethical Conduct, primarily organizes, references, and provides context for several other, existing codes and policies related in one way or another to ethical conduct and expectations of students, faculty and staff. (Notably, it does not provide new expectations or a new source of discipline or sanctions. This was an important consideration for the subcommittee and the full PEAFF). The Code will be considered by the Board of Trustees early in 2021.

### Future Anticipated Work

At its December meeting, PEAFF agreed to form a subcommittee to consider possible policies regarding the disclosure in faculty publications of related funded research and the disclosure of funding by University centers and institutes. PEAFF also discussed, and anticipates further work concerning, the topics of (1) revisions to the University's Conflict of Interest Policy and (2) amendments to the Faculty Organization Plan and related documents that might facilitate distance voting at virtual meetings of the Faculty Assembly.

Respectfully submitted,  
Edward T. Swaine and David M. Keepnews  
Co-chairs, PEAFF Committee



## Faculty Senate Research Committee Standing Committee Interim Report May 22<sup>nd</sup> – December 4<sup>th</sup> 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, Shiklomoano, 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](mailto:drain@gwu.edu).

**Reviewed by: UUA Members**



## Faculty Senate

Report of the Faculty Senate Executive Committee (FSEC)  
December 11, 2020  
Arthur Wilson, Chair

### **Faculty Senate-Led Survey on University Leadership**

Following plans announced earlier and the petition presented at last month's Faculty Assembly, a subgroup of FSEC and Faculty Senators has been working on a survey instrument to survey faculty perspectives on the campus climate and leadership. Professor Khilji has taken the lead on this (assisted by Jamie Cohen-Cole, Susan Kulp, and myself). Preparations are going well, and barring any last-minute problems, the survey will be sent out to faculty on or about December 15. The survey will be open until approximately January 15, and a report on its findings will then be produced and reported out via the Senate website in February.

### **Executive Committee Actions**

The FSEC met on November 20 and December 4. The November 20 meeting was the regularly scheduled FSEC meeting at which the December Senate agenda was established. The additional special meeting was convened to discuss the optimal approach to a PEAFF-led review of the Faculty Organization Plan with the goal of recommending revisions.

### **Personnel Actions**

There are three grievances at the university, all in mediation. One is from the Law School, and the other two are in the School of Medicine and Health Sciences.

### **Calendar**

The next scheduled meeting of the Faculty Senate Executive Committee is December 18, 2020; this is a week earlier than the usual schedule due to the Christmas holiday the following week. All agenda items to be considered by the FSEC for the January 15 Faculty Senate agenda should be submitted to Liz as soon as possible and not later than December 15. Standing committee chairs who have not yet submitted their interim committee reports to Liz and Jenna should do so as soon as possible.