



Faculty Senate

MINUTES OF THE REGULAR SENATE MEETING HELD ON JANUARY 15, 2021 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, Agnew, Baird, 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 Borum, Eleftherianos, and Vonortas.

CALL TO ORDER

The meeting was called to order at 2:08p.m.

APPROVAL OF THE MINUTES

The minutes of the December 11, 2020, Faculty Senate meeting were approved unanimously without comment.

Unanimous consent was sought and obtained to move Professor Cohen-Cole's report to the end of the meeting, following the "Brief Statements and Questions" agenda item.

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

The President welcomed the Senate to the first meeting of a new year and a new semester. He acknowledged that this is not how anyone wanted to start the new year, with an ongoing pandemic, the horrifying events at the Capitol, and concerns about the presidential inauguration. He recognized the difficult impact these events are having on GW's students, faculty, and staff, and he reinforced the continued importance of using the university's teaching and research mission in service of the public good and in service of democracy. This is the role of higher education, and there is a special role for GW in these difficult times.

President LeBlanc reassured the Senate of the proactive steps the university is taking to keep the GW community safe. A [message to the GW community](#) on Wednesday outlined the actions being taken to protect the safety of the campus and the university community over the next several days. Given the information from GW's local and federal partners, a large, visible security presence is expected in the runup to the inauguration, including local law enforcement and the National Guard, in addition to checkpoints, roadblocks, movement restrictions, and fencing. Many on campus are already seeing the impact of some of these measures near Foggy Bottom, especially the limitations on roads and movement through the area.

As a result, in addition to not holding classes on Inauguration Day, the administration announced this week that this year's Inauguration Day has been designated as a university holiday to further limit the number of people on campus. The January 18 holiday for Martin Luther King Jr. Day also will limit campus operations. In addition, from January 16 through January 20, only residential students and designated on-site staff are permitted on campus. The number of people on campus already is very limited. As previously planned, the university is not welcoming the additional 1,000 residential students to campus until after the inauguration. There also are some implications over the coming days for GW's COVID testing, the Medical Faculty Associates (MFA), and in-person library services. All are encouraged to be sure to read the recent messages in [GW Today](#) or on [Campus Advisories](#). The university will be sending email and text alerts as necessary over the next several days and will be communicating directly with segments of the GW community who need more guidance, including residential students, researchers, and other members of the on-campus cohort.

The university's message over the coming days is very clear: If you do not need to be on campus, do not come to campus. The safety of the GW community remains the foremost priority, and it is driving every action taken by the university. University personnel remain in close coordination with local, regional, and federal partners and stand ready to take any additional actions necessary to protect the safety of the campus and the university community. The President noted that steps are being taken to protect the safety of the limited essential on-site employees on campus, including by having some work in pairs, offering rooms on campus for on-site staff to stay, providing free parking, and liaising with security near the perimeter of campus to make sure they are aware of those in Foggy Bottom. He thanked the many members of GW's safety, security, on-site, and residential teams for everything they continue to do to support and protect the GW community.

In terms of GW's COVID testing, the President noted that a significant uptick in positive cases has been observed, both in the area and within the on-campus cohort, given the recent holidays and the resulting increase in gatherings and travel. The university is planning another robust public health communications campaign this semester to remind the community of the importance of all of GW's public health measures. Although progress is being made with the administration of the vaccines across the country, it will be some time before the vaccines confer enough immunity for a return to normal. University experts continue to believe that wearing a mask, limiting gatherings, testing, and all of the other measures implemented since the start of the pandemic remain crucial. The university also is actively preparing to integrate additional members of the on-campus cohort into its testing and symptom monitoring protocols this spring. This includes the additional 1,000 undergraduate residential students who will be on campus later this month. As ever, these efforts are well supported by GW's public health, medical, nursing, and safety teams.

Vaccine availability and distribution is on the minds of many in the GW community, and the President provided a brief update about what is known now—with the caveat that this information

has been evolving and will continue to evolve. First, he noted that, even with two authorized vaccines, availability is extremely limited and is expected to continue to be limited for most of the general population for several more months. Following the protocols recommended by the Centers for Disease Control and Prevention and DC Health, the GW Hospital and MFA have distributed the first phase of vaccines to the highest risk members of GW's health care teams. GW Hospital and the MFA are now receiving additional vaccine and serving as a distribution point for vaccinating District residents using the priorities that DC has set forth.

The President emphasized that GW has not been allocated vaccine for the university community. The vaccine available at GW Hospital and the MFA is being administered per DC Health guidelines only. The District has started to offer the vaccine to District residents who are 65 or older. DC residents in that category can sign up to receive vaccine availability and registration information from the District at vaccinate.dc.gov. In addition to those 65 and older, university personnel believe the District will begin vaccinating certain essential workers who work in DC (even if they do not live in DC) as well as those DC residents with certain chronic health conditions in the coming weeks. Information from Maryland and Virginia on when they will start to deliver vaccinations beyond health care providers and nursing homes is not yet available, but they have similar priority groups. Maryland and Virginia have web pages where individuals can sign up for updates about their vaccine plans, which they are updating frequently.

The President also noted that members of the GW community who are veterans can register for more information and availability updates through the [Veterans Affairs website](#). For the GW community, vaccine availability will vary depending on an individual's state of residence. University leadership will continue to update the [GW COVID-19 website](#) with important vaccine information as it becomes available.

The President reiterated the messages from GW's medical and public health leadership. These experts are advising that individuals (and their families) should:

- immediately accept the vaccine as soon as it is offered to you or becomes available to them;
- accept the vaccine through whatever source first becomes available to them;
- make note of which vaccine they received and remember to return to their provider for the second dose of that specific vaccine; and
- not wait for a university initiative to provide them with the vaccine. It is not known if or when vaccines could be made available to the broader GW community. Should GW be allocated vaccine in the future, the university will mobilize its GW Occupational Health program run by the MFA along with the Colonial Health Center to mount a distribution campaign.

With regard to fall planning, the President noted that the vaccines are providing some much-needed hope for brighter days ahead. He stated that he is looking forward to more conversations this semester about steps toward "normal," including planning for fall, when the university expects to be back in person to the fullest extent possible. The President closed his comments by noting that, as always, university leadership will be listening to GW's experts, continuing to monitor public health conditions, and making decisions with the foremost priority of safety.

Professor Galston asked whether those coming to campus and operating under GW's testing protocol will be permitted to skip this week's test without losing their campus privileges, given the

unavailability of GW's testing sites for much of the week. The President confirmed that, due to these site closures, personnel will not be required to test next week. Dean Goldman added that, for these individuals, the QR code on their phone will change colors to reflect their testing status, but GWorld access will not be changed.

Professor Griesshammer noted that many GW employees live outside the District and asked for confirmation that DC has plans to open some vaccination slots for those who live outside but work within DC. He asked how these individuals should proceed with regard to seeking vaccination. Dean Goldman responded that individuals should look at all possible avenues for the vaccine and take it wherever and whenever their first opportunity arises. She recommended that people sign up for regional notifications of vaccine information; GW now has a [vaccine information site](#) as part of its COVID-19 site; this site links out to the DC, Maryland, and Virginia health department sites, where individuals can sign up for notifications on vaccine availability. She noted that DC prioritizes some high-priority employees who live outside the District for the vaccine, so some people could end up with multiple opportunities for vaccination. However, she noted, the District does not have very much vaccine on hand. Dean Bass added that only a small number of the GW community is in the priority group for the vaccine in DC and echoed Dean Goldman's recommendation that people check their home state and/or county access portals for the most rapid and timely opportunities for vaccination.

Professor Wagner, following up on the Provost's recent email about the continued suspension of Study Abroad and student travel, asked whether any timeline might be forthcoming that would allow faculty to contemplate international research travel for the summer. Provost Blake responded that the university is closely monitoring the partially easing ability to travel outside the country, noting that he is hoping for more restrictions being lifted before decisions are made at the university level. He expected that he would be able to provide a more concrete response to this question by the next Senate meeting, adding that the university will need to determine the metrics by which this decision will be made.

Provost Blake continued the update, referencing his message earlier this week announcing that the suspension of Study Abroad programs would continue this summer. The Provost noted that he would do everything within his power to see a return to normal this fall for Study Abroad and on-campus academic operations. He noted that he has discussed what would be required for GW to return to a hybrid format in the course of spring planning meetings. These discussions included inviting provosts from some institutions who are in a hybrid mode this year to get a sense for how these institutions have managed that model on their campuses. He expressed his confidence in these comparisons, given the strength of GW's and these institutions' testing programs. The biggest difference between GW and these schools appears to be limited to the number of students on campus; the hybrid model schools in fact have very few students in classrooms, despite having more students in residence.

With regard to admissions, the Provost noted that spring attrition was very close to last year's numbers, with a few more leaves of absence. He congratulated Vice Provost Goff and his team for their extensive efforts to keep a critical mass of students engaged in a virtual environment. He also thanked students for their hard work both in and out of the classroom and for their understanding during this challenging time. Applications for Fall 2021 are in line with the (pre-COVID) application numbers from last fall. The Provost noted that this demonstrates that GW is still attractive to students and perhaps even more so as the application level is level despite uncertain times.

The Provost thanked the Future Enrollment Task Force (FETF) for their hard work; this group met many times over the past two months and has synthesized a great deal of information and data. He again thanked Vice Provost Goff, the chair of the task force. The FETF has produced recommendations that the Provost will now consider. The Provost closed his portion of this update by noting that he has produced the attached summary of the FETF's charge, composition, and work since its inception in the fall of 2019.

Vice Provost Goff provided additional enrollment updates, noting that the university was seeing some soft application trends early in the fall. This led to the implementation of new outreach, recruitment, and communication efforts at that point; the result of these ongoing efforts is that GW continues to see an increase in its overall application count in terms of both first-year and transfer students. He noted that domestic applications are up about 2% over last year but that the university continues to see a significant decline in international applications (with the largest group of these being applications from China). Vice Provost Goff stated that his office is closely tracking these numbers and is planning some last-minute pushes for applications, especially for lower-income, underrepresented (URM), and international students.

With regard to Spring enrollment, Vice Provost Goff noted that overall registrations on the first day of classes (January 11) saw over 25K students starting classes that day (undergraduate and graduate combined). Total enrollment is about 2.1% below the first day of last year's spring term (this year's fall census indicated a 2.9% drop from the previous year's fall census). He noted a slightly higher attrition rate with the announcement that GW would continue in the virtual environment in the spring. He expressed his deep thanks to the deans, faculty, staff, and enrollment managers in the schools, who launched outreach and communication programs to boost the number of students starting in January. In fact, this year represents a GW record for new student starts for January, and over 300 new graduate students started this January as compared to last January. He noted that outreach efforts were targeted at new students, those who deferred in the fall, and additional wait list students. In addition, his team reached out to students who took a leave of absence in the fall and encouraged them to start back in the spring rather than taking a full year off. Vice Provost Goff acknowledged that the university expects a sizable decline in the international student population again in the spring (this is part of the 2.1% GW is down this spring) and noted that the university will engage in special outreach to these students to make sure they understand the required processes and procedures for returning to GW this summer or fall.

Vice Provost Goff reiterated the Provost's thanks to the FETF. The group worked to launch a new data collection box in terms of ensuring GW has more benchmarking and comparative data available for the faculty, staff, and leadership to consider. He noted that the FETF established the short-term goal of enrolling the best new student class possible given the current environmental factors. Within this charge, they developed a set of recommendations for the fall; these are profile targets for new students that would assist GW in identifying, admitting, and enrolling a new student class that would reflect GW's commitment to academically talented and diverse students who can succeed at GW and utilize the university's resources while also providing a sustainable financial environment for the institution. This discussion led the FETF into focusing on key objectives for the fall, given all the key pandemic and market shifts that are still happening. The group determined six core areas for focus:

1. ensuring a safe campus environment;
2. supporting a critical mass of students to create a lively and engaging community;

3. maintaining and improving students' academic profile and diversity levels to ensure a deep and insightful learning environment;
4. establishing an appropriate mix of first-year and transfer students to better enhance academic program enrollments across the new student cohorts;
5. determining the appropriate percentage/number of waitlist students in the first-year class; and
6. ensuring new enrollment targets don't negatively impact the upper classes' GW experience.

Professor Cordes asked whether there is any preliminary idea of how GW will operate its summer courses. The Provost responded that the summer modality is typically set just before registration, which is slated to open the second week of February. He noted that he couldn't speak to housing decisions, which are not part of his portfolio, but that summer course delivery modes will rely on this as well as on plans to use summer as preparation time for a fuller return this fall.

Professor Griesshammer stated that having gone test optional well before COVID-19 has worked well for GW as testing is facing significant logistical challenges at present. He noted that the Senate has discussed the idea of meeting full financial need of GW's students, adding that eight of GW's twelve peer market basket schools in market basket have committed to doing so. He suggested that this effort could be a key support to struggling families and also a great rallying cry to attract donors during GW's bicentennial year. Provost Blake responded that the FETF is asking that this be a high priority. He noted that meeting full need is a multi-year effort given how expensive it would be, and he noted that the Vice President for Advancement is working on efforts in this area. He indicated that, in the meantime, GW needs to prioritize students with higher financial need.

Professor Cordes followed up, noting that the initial response to this question—that there are financial issues involved—is correct. However, he noted, other schools with lower bond ratings and smaller endowments are moving in this direction. He suggested that GW look at what the margins are and not rule out the use of endowment to meet financial need. He added that he would like to see a full discussion of the tradeoffs around this issue, noting that the Fiscal Planning & Budgeting (FPB) and Educational Policy & Technology (EPT) committees can engage with this question more fully.

Professor Roddis commented that she had looked on Provost's and other GW websites and was unable to locate any information about the FETF. She noted that it would be a good idea to have a page on the Provost site that outlines the FETF's charge, composition, and work updates. Provost Blake committed to posting this information. He noted that the Provost website is currently being revamped, and this effort include readying in as much information as possible before taking the new site live. He reiterated that the minutes of today's meeting will include this information in a summary format, but he recognized the need to maintain a dynamic web presence for this and other efforts.

Professor Orti asked what the plan is for graduate student diversity fellowships for the coming year, as well as for new faculty hires (including attempts to offer diversity cluster hires). The Provost responded that, while most of the funding for fellowships was decentralized to the schools (around \$8 million) for use at their discretion, part of this funding remained centralized. This central funding includes PhD fellowships for URM graduate students; this year's call has just gone out for department submissions. He noted that the budget for these fellowships has remained level and that he would like to see this budget increase.

With regard to faculty hiring, the Provost noted that he is a big fan of cluster hires (offering a group of simultaneous offers in an area of particular interest to URM faculty as opposed to a single hire) as an opportunity to diversify the faculty, particularly when these hires are made in line with departments' strategic missions. Financial concerns have made this particularly challenging this year. He noted that the deans are very vocal in their advocacy of faculty hiring within their schools, and he stated that it will be important to work cluster hires into the deans' strategies to support the schools' longer-term goals. He added that the deans have brought forward about thirty faculty hiring requests for fall (with the expectation that expedited searches would begin immediately); he is currently looking very closely at these and expects to approve some of them.

Professor Wirtz opened his remarks by stating that he did not want his words to be taken as critical of the process currently underway through the FETF. He noted that Vice Provost Goff has bent over backward to ensure that everyone is represented and heard. He added that he serves on the FETF and feels its work is going very well. However, he expressed a concern about structure. He noted that there are administrative committees, and there are Senate standing committees. This results from a longstanding understanding of which committees have jurisdiction over which areas. The FETF has real importance, but it doesn't stand alone in the context of the pandemic; rather, it has long-term consequences. Professor Wirtz noted that the university is now in a stage of development that involves a "less new" administration, and it is important to determine what roles are ascribed to the faculty and to the administration and how the various members of these committees are selected.

He expressed that he is less concerned that the FETF isn't listed on the Provost website than he is with how this group fits into the committee structure of the Senate. For example, he noted, if Professor Zara—co-chair of EPT—hadn't been asked to serve on the FETF, then there would have been no formal mechanism for the administration and the Senate to work back and forth as the FETF engaged in its work, given that this work falls under the jurisdiction of EPT. He noted that this issue applies not only to the FETF but also to other new administrative initiative ad hoc working groups. He encouraged the faculty and administration together to fit these committees into the specified pattern for administrative and Senate committees, ensuring there is Senate representation on each administrative committee and that the policy and procedure for getting faculty onto these committees follows the standard procedure for the establishment of administrative committees.

Provost Blake responded, noting that this is an extremely well-stated point and that he absolutely agrees. He recalled forming the FETF extremely early in his tenure in order to hear from a wide range of voices around the critical issue of enrollments, and he thanked then-FSEC Chair Marotta-Walters for suggesting faculty membership on the FETF at that time. He acknowledged that he has likely over-leveraged this group as enrollment evolved over an extremely unusual year, using the group to discuss a wide range of questions around the issue of enrollment planning. When the strategic planning process was halted, he noted, he expanded the use of the FETF to consider these issues more closely. He added that he and Professor Wilson have had this very conversation and now need to figure out how the current FETF works into the Senate committee structure or how it can reconvene within the Senate committee structure. No matter what decisions are arrived at on that point, he noted that the *Faculty Code* indicates that, before any recommendations from a committee move forward, they must go through the Senate, regardless of where the committee originates.

Professor Yezer noted that the concept of meeting full need and the concept of need-blind admissions are two different things. Interacting the two has significant revenue implications, and implementing both would have a significant effect on the applicant pool. He stated that the university should not move forward with these kinds of policies without a careful model and analysis of the revenue implications, adding that it can take a few years to see those implications in full. He noted that this assessment needs to be done by a professional who has done this type of work previously and well. He expressed his personal preference for need-blind admissions over meeting full financial need, which introduces an element into the admissions process by which lower-income students are simply not admitted in order to maintain revenue for the institution.

Professor Wagner followed up on Professor Orti's question about diversity fellowships for this year. Referencing the fact that just a three of these fellowships are available across four schools, she noted that it is hard to think about how strong, inclusive recruitment can be achieved without appropriate funding packages. She asked whether there is any way the number of these fellowships might be expanded this year. She noted that this short-term request is really about a much larger effort to bring URM students into academia so undergraduate students see themselves reflected in the faculty; this is part of the larger commitment GW has to educating through its PhD programs.

The Provost reiterated his support for these fellowships, noting that the budget has not changed. Senior Associate Provost for Special Projects Koren Bedeau explained the process change this year, noting that, in previous years, the fellowship program invited applicants generally; in this round, the program is inviting two admitted students per department for consideration with the goal of attracting the best and brightest students as part of the recruitment process. Under this process, if there is a talented student fitting the diversity fellowship category, the department can indicate not only that the student is being accepted to the program but also that they are being submitted for this fellowship. In addition, the uncertainty of the past year has led to a shifting timeline for student completion in some cases. Dr. Bedeau noted that it is important to ensure that these students still have the intended support for the duration of their studies. She added that the McNair Scholars program has a mission to doctoral degree attainment but has historically been awarded to master's students; this program is now being reprioritized to encourage doctoral applicants. These shifts will allow for a bigger impact in this area.

Professor Wagner asked whether GW is increasing the amount of funding it is able to channel toward this area and what the trend has been over the past few years. Provost Blake responded that this funding level for these fellowships has been steady (with a budget for diversity fellowships of over \$1 million, he added, the university is beginning from a position of strength). He noted that he has a personal passion for and sees GW as a potential leader in this area. Dr. Bedeau added that there is room for some growth in diversity fellowships for doctoral students from reallocations away from masters tuition support.

Professor Cohen-Cole recalled that, last year, the Senate discussed whether GW would target the discount rate or net revenue; this links to the question of financial aid as students netting lower tuition revenue for the university increase the discount rate but add to the net revenue total. At the time, the university committed that it was working to net revenue. He asked whether this is still the case, noting that a change would impact how much financial aid the university is able to distribute. The Provost responded that pre-COVID modeling was tied to managing the discount rate in order to be more specific about the financial support budget. This strategy was discarded with the onset of the pandemic, and the university moved to managing toward net revenue. He noted that the

discount rate is part of what is needed to model an applicant pool and developing a final enrollment model. However, the net revenue model established last spring has not changed, but he expected that all aspects of modeling would be investigated in current exercises.

Professor Wilson asked, with \$1 million in support for URM graduate students from, what percentage of graduate students this supports. He also asked whether need-blind schools still concern themselves with their discount rates, noting that, if a school is honestly need-blind, the discount rate would be irrelevant. The Provost responded that he would need to return with specifics on the percentage of graduate students supported by these fellowships, noting that the goal of these fellowships is to support diversity in PhD programs. Professor Wilson noted that the university would need to increase the percentage of students supported if it wants to make a real shift in how many URM graduate students are present at GW. The Provost noted that, in general, PhD students are provided stipends and tuition support with or without these fellowships. However, these fellowships specifically encourage departments to recruit more heavily for these populations, as the fellowships provide a financial incentive for doing so. Even if GW's URM numbers were higher, these fellowships would still be important in supporting a diverse ongoing applicant pool. In addition, he noted, these fellowships provide students with more discretion around how they choose what to study, as their support is not tied to a specific project grant.

Vice Provost Goff noted that the small handful of schools that can afford to implement both need-blind *and* meeting full need policies don't have a concern around the discount rate. However, most need-blind schools aren't also able to meet full need. Instead, these schools admit on a need-blind basis and then strategically distribute their need-based aid, often by implementing a model of meeting a higher percentage of the need of lower-income students and proportionately reducing that percentage as income increases. Students who still have need after receiving their aid package then need to make the best decision for their personal situation with regard to loans and other ways of making up the financial difference.

REPORT: Annual Report on Research (Brian Blake, Provost)

Provost Blake opened by explaining that he is covering this annual report to the Senate in lieu of a permanent Vice Provost for Research. The Provost noted that he is in the beginning stages of the search for this position. Beginning in the fall, he hosted a number of listening sessions with various groups of stakeholders to gather community feedback about what qualities and experience the Vice Provost should possess in order to be successful at GW. These considerations will help guide a national—even international—search, and a search firm will be engaged to assist with the search. An initial list of prospective search committee members was proposed by the Faculty Senate, and nominations to the committee will be accepted for the next week. The Provost plans to charge the faculty-led search committee by the end of the month.

The Provost thanked Senior Associate Vice Provost Gina Lohr for her invaluable assistance, who has been partnering with him to maintain the research infrastructure during this time of transition. Reviewing the attached slides, the Provost thanked GW's research community for persevering through an unprecedented year of research activity at GW—COVID-19 challenges, campus access, shifting entire research programs to meet the challenge of the pandemic, and using expertise to confront the impacts of the pandemic. Faculty have risen to the occasion through their COVID-19 related research and scholarship across the campus and disciplines. This number of projects is surely

a very conservative snapshot of the faculty's contributions and doesn't include the numerous faculty who have served as experts in the media. The Provost presented the remaining content of the attached slides and then opened the floor for questions.

Professor Griesshammer noted that he is glad to see that the recommendations of the existing phases of the ecosystem review are being vigorously pursued after earlier unfortunate episodes involving too many committees working on the same issues simultaneously—for example, the confusion around the restructuring of the Sponsored Research Administrators. He asked whether the chair of the Senate Research Committee, Professor Sarkar, would agree that research is now solidly back in the ecosystem review space and focused in the Senate Research Committee and not in extraneous committees.

Professor Sarkar responded that the Provost has correctly pointed out that there are issues around the pod models and that the Research Committee is still working on getting a sense for how this is working. He noted that the three pod leaders have shown extraordinary courage and commitment to making this work. He acknowledged that the budget shortfall due to the pandemic certainly complicated these efforts. There were significant issues in the pod implementation process, but he stated that the pod leaders do see a way forward in which this structure will work with better communication, networking, and support for the smaller schools, including more backup coverage in the face of staff attrition. Everyone is eager for a new Vice Provost for Research; Professor Sarkar noted the void in this leadership role. He added that roadblocks exist, particularly in the new structures but noted that he has heard optimistically from the pod leaders as well as from the senior administrators in OVPR, who also foresee better collaboration and networking going forward. He remains concerned about the amount of resources that will be required to reach research administration goals in the near future; without appropriate resource allocations, even the best of plans cannot succeed. The Provost committed to continuing to work to fulfill his commitment to supporting the pods; research is extremely important, and the university must get this right.

Professor Perry noted that the pre-award committee—which she chaired—was more interested in major, cross-cutting changes than in the actual number of recommendations addressed. She recommended that reporting on this go beyond simply quantifying the ecosystem review recommendations. She added that there is a public information challenge in communicating these changes; improvements need to be conveyed, emphasized, and promoted, or they will be non-discernable. She also noted that more information dissemination is needed around phase 2 endeavors across the university to tout improvements to GW's many PIs.

Professor Perry then asked about the NIH indirect rate, noting that this is of particular concern to health sciences researchers. Many investigators have noted that, this past year, it has not been as expensive to conduct some research as faculty are not in their on-site spaces. She asked what can be said about the renegotiation of that rate and what kind of information can be provided to investigators about the IDC and how it is covering the costs of actually doing research. Provost Blake responded that the rate is renegotiated periodically but recognized that this question is related to a more immediate concern around overhead costs for facilities that researchers have not been able to use during the pandemic. Ms. Lohr explained that the indirect rate, because it is negotiated, does not result in the university ever recovering the full amount. All costs are put into formula, and then the university requests a rate based on those calculations. The funding organization then requests an itemization as it reviews what was spent in the prior cycle, leading to the rate increasing or decreasing. She noted that she doubted GW underspent based on what was recovered, as most of

the core research facilities were open and incurring operational costs even if they were not fully occupied (and many research projects are still continuing in on-campus facilities). She stated that her office would look at this much more closely at the next renegotiation cycle in 2022, and she expected that this would be taken into consideration. However, she noted that she was not concerned that the government would request a return of funds or accept a significantly reduced rate. Professor Perry recommended that OVPR provide this information to investigators to help provide information and justification for what is perceived as a very high overhead rate.

Professor Orti noted that research productivity is closely related to the number of students that can be accommodated in labs. With graduate support package numbers having stayed level for years, he asked what discussions can be had around how to improve this and bring in more student support lines. He noted that, in Biological Sciences, the number of support lines per faculty falls well short of what is required to support a vibrant research program. Provost Blake responded that, optimally, a university would fund the first year for each student, at which point a student is then supported as a TA and then by their PI's sponsored research for the duration of their studies. He noted that even some of the best institutions in the country are not able to cover this 20% of funding across the board. As this support is being increased at the university level, he suggested, sponsored research should also be increasing to support students. He noted that keeping a student funded through TA work is less than optimal, too, as it prevents that student from fully engaging with and focusing on high impact research.

GENERAL BUSINESS

- I. Nominations for election of new members to Senate standing committees
None.
- II. Reports of the Standing Committees
The interim report from the Libraries Committee is attached.

Professor Wilson asked Provost Blake and Professor Zara to discuss one of the task forces from the Provost's office that the Senate Educational Policy & Technology Committee will work with very closely.

The Provost noted that he has asked Pam Jeffries and Jason Zara to co-chair the Post-COVID Academic Innovation Task Force and is very grateful for their service. This task force will bring together a group of thinkers to consider what the university did to sustain teaching and learning over the past year and then make recommendations around what of these elements should be incorporated into the university's normal practices. The Provost noted that, in December, he requested nominations to serve on the task force from the school and colleges has received dozens from the deans and through self-nominations. In collaboration with the task force co-chairs and Vice Provost Bracey, the list is being finalized and will comprise a minimum 75% faculty. The Provost will extend formal invitations to serve on the task force today and plans to formally charge the task force later next week. The goal is to have a finalized list of recommendations by May. He noted that he would send the GW community an update on the task force progress early next week.

Professor Zara noted that the development of this task force rolls well into Professors Wirtz's and Roddis's earlier comments around available information about committees and how they are constructed and communicated. These discussions have been internalized as he and Dean Jeffries begin this work. They are excited to lead a faculty-driven effort using faculty representation from each of GW's ten schools to gather all the information they can about the excellent work done by faculty to adapt to the virtual environment and then use that information to improve the university going forward rather than returning to the standard pre-COVID order of business. The group's recommendations will be data-driven. It will report monthly to EPT (which, he noted, is now co-chaired by Professor Wagner), and the task force will implement a website and dashboard to inform community of its work on a rolling basis. Professor Zara noted that the task force's goal is a report with recommendations in May, but he and Dean Jeffries do not plan to go silent for four months and then release a report. This work will be transparent and available to the university community as it is being done.

III. Report of the Executive Committee: Professor Arthur Wilson, Chair
Professor Wilson reviewed the attached FSEC report.

IV. Provost's Remarks

- The Provost noted that he was very excited to [announce](#) this week that Dr. Alyssa Ayres will be the next Dean of the Elliott School of International Affairs. Her experiences as a practitioner-scholar and her extensive network will be a huge asset to the Elliott School; she will join GW on February 1. The Provost expressed his gratitude to the search committee, chaired by Dr. James E. Foster, for their hard work. He also thanked Interim Dean Ilana Feldman for her service to the Elliott School during this transition, which was enormously complicated by the pandemic.
- The Office of the Provost is currently updating in the appropriate places on the GW website the university's new Senate-approved (via Resolution 21/14) religious holiday policies and calendar, to be reflected also in syllabus templates shared by Academic Planning. The new policy is in effect now, and the Provost noted he would send a message to the community next week about the updated policy. The new policy is available on [the Provost website under Policies, Procedures and Guidelines](#).

V. Chair's Remarks

- The President is also excited to soon welcome the new dean of the Elliott School. The President thanked all the members of the search committee and especially the Elliott School faculty involved in bringing this search to such a successful conclusion. He noted that Dr. Ayres is an extraordinarily accomplished and highly regarded international affairs practitioner and scholar; she will also become the first woman to lead the Elliott School. She will be an inspiring leader of the Elliott School and a passionate advocate for this incredible community of students, faculty, staff and alumni.
- As all are aware, 2021 is GW's bicentennial year, and a recent email [announced the start of bicentennial celebrations](#). The President asked that

everyone save February 9 on their calendars for the virtual kickoff of these celebratory events this year. He is excited the university will have this opportunity to recognize its generations of progress and celebrate its faculty, students, staff, and alumni. Reminders about upcoming virtual events will be forthcoming, and university personnel will be updating [GW's new bicentennial website](#) over the coming months. The bicentennial will look different than originally imagined, but it is a historic milestone and deserving of some celebrating this year.

BRIEF STATEMENTS AND QUESTIONS

Professor Gupta expressed his gratitude on behalf of the faculty for the reinstatement of the 4% retirement base contribution. He noted that the Benefits Advisory Committee met this week and, following up on their discussions, he asked whether there is a timeline for the matching retirement contributions being reinstated. President LeBlanc responded that this decision has not yet been made but that he expects this contribution will be restored for the next fiscal year. He added that it remains to be seen whether financial conditions might permit this to happen sooner than that.

President LeBlanc turned the meeting gavel over to Provost Blake for the final agenda item.

Unanimous consent was sought and obtained to convene an executive session of the Senate for the final report and discussion. On behalf of the FETF faculty members, Professor Cohen-Cole relayed to the Senate that the faculty, Deans, Admissions office, and Provost's office had reached unanimous consent about targets to set for enrollment numbers and profile for both first-year and transfer students to enter in the fall of 2021. Because the specific targets are sensitive, these and Professor Cohen-Cole's slides (which displayed these targets) are not being reported until a later time.

ADJOURNMENT

The Senate adjourned to executive session at 4:19pm.

Future Enrollment Planning Task Force

ORIGINAL DOCUMENT: 01-13-2021, SECOND PARAGRAPH EXPANDED 01-27-2021

OVERVIEW: Initiated Fall 2019, the Future Enrollment Planning Task Force (FEPTF) was created and charged by the Provost to support the early thinking about GW's 5-year enrollment goals in context of the strategic planning and goals set at that time. The committee was formed, at that time, collaboratively between the Provost and the Faculty Senate chair. The Provost chaired the committee and continued to include this group in discussions about Fall 2020 applications and enrollment tactics through the pandemic into the summer. As a part of halting the strategic planning, the Provost committed (as part of the Board Chair and President's commitment to shared governance) to engage with this group in Fall 2020 to secure a recommendation about our enrollment goals in the subsequent year. Consequently, FEPTF was expanded in membership (at the request of the Faculty Senate) and reconvened on November 11, 2020 to start developing recommendations for the composition of GW's student populations in a post-pandemic environment. The Task Force's fall meetings have been chaired by Jay Goff, Vice-Provost for Enrollment and Student Success and occasionally co-chaired by the Provost. Per the Task Force's charge, the group gathered over the past two months to discuss and vet a set of short-term target recommendations for the Fall 2021 new undergraduate class profile. The group immediately started a new data and research portfolio to benchmark GW's position in the higher education market and determining vital focal areas for guiding the University's future student enrollments.

The following content outlines the goal, objectives, assumptions, and Fall 2021 class targets recommended by the FEPTF. The FEPTF unanimously approved a recommended Fall 2021 undergraduate class profile on January 8, 2021. The recommended profile targets increasing new student headcount enrollments over Fall 2020, and maintaining or improving the class in the areas of academic profile, underrepresented minority students, Pell grant and low-income students, first-generation students, and the level of financial need met by GW's student financial aid awards. The FEPTF recognized the Pandemic's impact on prospective international students and recommended a slightly lower headcount for new international students. The approved recommendation was forwarded to Provost Blake for his review the following week.

Recent conversations with the Faculty Senate chair suggests the need for additional conversations about the nature of the FEPTF. After consultation with the Faculty Senate, the FEPTF is planned to continue to meet in 2021 to start the development of recommendations for a five-year enrollment plan that would include targets to be achieved in the 2026-27 academic year. For additional information on the Task Force's work, please contact the FEPTF chair. In addition to the FEPTF's university-wide planning efforts, the Provost has also asked VPES Goff to work with the Deans to update the college and schools' enrollment management plans based on their identified strategies and instructional capacity.

FEPTF CHARGE (SHORT-TERM): Recommend a set of Fall 2021 new student profile targets that would assist GW in identifying, admitting, and enrolling a new student class that reflects GW's commitment to enrolling an academically talented and diverse class that can succeed at the University, utilize the existing student resources, and provide a sustainable financial environment.

FEPTF Fall 2021 New Undergraduate Class Profile Recommendations FEPTF endorsed 12-23-2020

GOAL: Enroll the best new student class possible given the current environmental factors.

OBJECTIVES FOR FALL 2021 NEW STUDENT CLASS PROFILE TARGETS:

Through the Future Enrollment Planning Task Force discussions, the following six objectives were created to provide a logic model and guide for the Fall 2021 new undergraduate class profile targets.

1. **Ensure a safe campus environment** (avoid overcrowding to reduce additional health risks)
2. **Support a critical mass of students** to create a lively and engaging community (staffing, dining halls, gathering spaces, etc.)
3. **Maintain or improve the academic profile and diversity levels** to ensure a deep and insightful learning environment
4. **Establish an appropriate FY/transfer mix** to better balance the academic program enrollments across the new student cohorts and ensure a fuller GW experience for all students
5. **Determine an appropriate percentage/number of waitlist students** in FY Class (work to avoid lowering the academic profile)
6. **Ensure the new class targets do not disrupt upper-class students** from having the traditional GW experience

Meeting Dates and Discussion Topics

- 11/20 - Review of Fall 2020 enrollment data; Pandemic campus response and restrictions; Identified core benchmarks and requests for additional enrollment/market data
- 11/25 - Early Decision strategy; Pandemic planning scenarios; Guidelines, goal, and initial objectives for new student class profile and targets
- 12/4 – Review of requested enrollment data and new FEPTF data repository box; Fall 2021 housing capacity projections; institutional and student service capacities, review of objectives
- 12/11 – Review of goal and objectives, housing capacity projections; Fall 2021 admissions update; review of initial target proposal
- 12/18 - Student success, retention, persistence, and graduation; Rankings and reputation factors, housing capacity projections; Approval of goal, objectives, and target proposal
- 12/23 – Fall 2021 New Undergraduate Student Enrollment Goal, Objectives and Targets; Available housing capacity
- 1/4 - Available housing capacity, re-review of targets
- 1/8 - Fall 2021 New Undergraduate Student Enrollment Targets – Target recommendations updated and submitted to Provost
- 1/13 – Setting discussion agenda for Fall 2026 planning; identifying benchmarking institutions

Task Force Members (Co-Chairs Jay Goff, Vice Provost for Enrollment and Student Success and M. Brian Blake, Provost)

1. Anuj Mehrotra, Dean, GW School of Business
2. Daniel Ullman, Professor of Mathematics
3. David Iselin, Director of Operations, Enrollment and Student Success
4. David Rain, Associate Professor of Geography
5. Derek Lo, Undergraduate Student
6. Dylan Conger, Professor of Public Policy and Public Administration
7. Ilana Feldman, Interim Dean, Elliott School of International Affairs
8. Jamie Cohen-Cole, Associate Professor of American Studies
9. Jason Zara, Professor of Biomedical Engineering, and Faculty Director of Undergraduate Recruiting
10. Jennifer Mitchell, Director of Administration, Office of the Provost
11. John Lach, Dean, School of Engineering and Applied Sciences
12. Joseph Cordes, Professor of Economics, Public Policy, and Public Administration & International Affairs

13. Lynn Goldman, Dean, GW Milken Institute School of Public Health
14. Marie Price, Professor of Geography and International Affairs
15. Pamela Jeffries, Dean, School of Nursing
16. Paul Wahlbeck, Dean, Columbian College
17. Philip Wirtz, Professor of Decision Sciences and Psychology
18. Pradeep Rau, Professor of Marketing and International Business
19. Rachel Riedner, Associate Dean, Undergraduate Studies, Columbian College of Arts and Sciences
20. Sarah Baldassaro, Vice President, Communications and Marketing
21. Scott Burnotes, Vice President, Safety and Facilities
22. Seth Weinshel, Assistant Dean for Housing and Financial Services
23. Tyson Brown, Interim Associate Dean, Undergraduate Admissions

Data and Research Shared with FEPTF

Enrollment Data

- Competitor Analysis – Clearinghouse Data Report
- New Student Profile, Market Funnel, and Yield Analysis 3-Year Report
- IPEDS Institutional Profile Among US NEWS Schools 40-60
- College Enrollment and Student Demographic Statistics
- 5-Year Headcount Enrollment Trend by Degree
- First-Year COA_2016-2020
- Unduplicated International Fall_2020 Census to Fall 2019 Census
- EPT Nov 2020 Enrollment Update
- 2017 to 2020 International First-Year Enrollment
- Fall 2020 FTE Summary Census
- Fall 2014-2020 First-Year and Transfers by School
- Fall 2020 vs. 2019 Census

Housing Data

- Historical Occupancy Data
- Bed Counts for Enrollment Group
- Compliance Reporting Tracking



RESEARCH UPDATE

M. BRIAN BLAKE
PROVOST AND EXECUTIVE VICE PRESIDENT FOR ACADEMIC AFFAIRS

January 15, 2021

2020 Year in Review

- ▶ Campus Response to COVID-19
- ▶ Highlighted Research and Honors

Enhancing and Streamlining Support Services

- ▶ Accomplishments
- ▶ Research Ecosystem Review
- ▶ Research Enhancement Unit
- ▶ Intramural Funding

Sponsored Projects Metrics

PROVOST'S HIGH LEVEL VIEW

An Impressive Year!

GW Faculty had exceptional outcomes this past year through research!!

- ▶ Highest sponsored research activity in history (>\$200 million).
- ▶ Impressive set of national recognitions across CCAS, Business, Engineering, Education, and Health Professions.
- ▶ Our social scientists and humanists continue to lead national discussions.
- ▶ 10-year upward trend on production of books and publications and their impact through citations and press releases.
- ▶ Another record year in invention disclosures and patents with a large pay-out for an earlier drug discovery in 2020.

GW has some ambitious and *hungry* researchers who are reaching for the stars.... the sky is the limit.

PROVOST'S HIGH LEVEL VIEW

Ecosystem Report Phase II/High Impact Research Task Force

Identified areas for development....

- ▶ University-wide, **forward-looking strategy** and wherewithal to create centers and institutes to accelerate it.
- ▶ Effective and proactive **post-award and pre-award processes** such as IRB processes, procurement, budgeting, and proposal writing for major awards.
- ▶ Focusing and optimizing our **resources** in people (e.g. faculty, students, research support), in funding (e.g. seed funding, incentives, and gap funding), and in space and activities (e.g. labs and promotional engagements)
- ▶ **Enhancing our shared facilities and infrastructure** to facilitate the highest impact studies and projects.
- ▶ **Multidisciplinary focus** that elevates our research across the campus from arts and humanities to social sciences and sciences to engineering and health sciences.

RESEARCH UPDATE

GW RESEARCHERS RESPOND TO COVID-19

- ▶ Thank you to the faculty, staff and students that maintained critical research infrastructure, continued important research projects and shifted entire research programs to respond to the public health crisis.

COVID-19 Related Projects

90+

*Active Scholarly and
Research Projects*

11

*COVID-19
Treatment Trials*

64

*Externally
Sponsored Awards*

111

Grant Proposals Pending

12

*Projects Supported by GW's
COVID-19 Research Fund*

RESEARCH UPDATE

HIGHLIGHTED COVID-19 RESEARCH IMPACT IN 2020

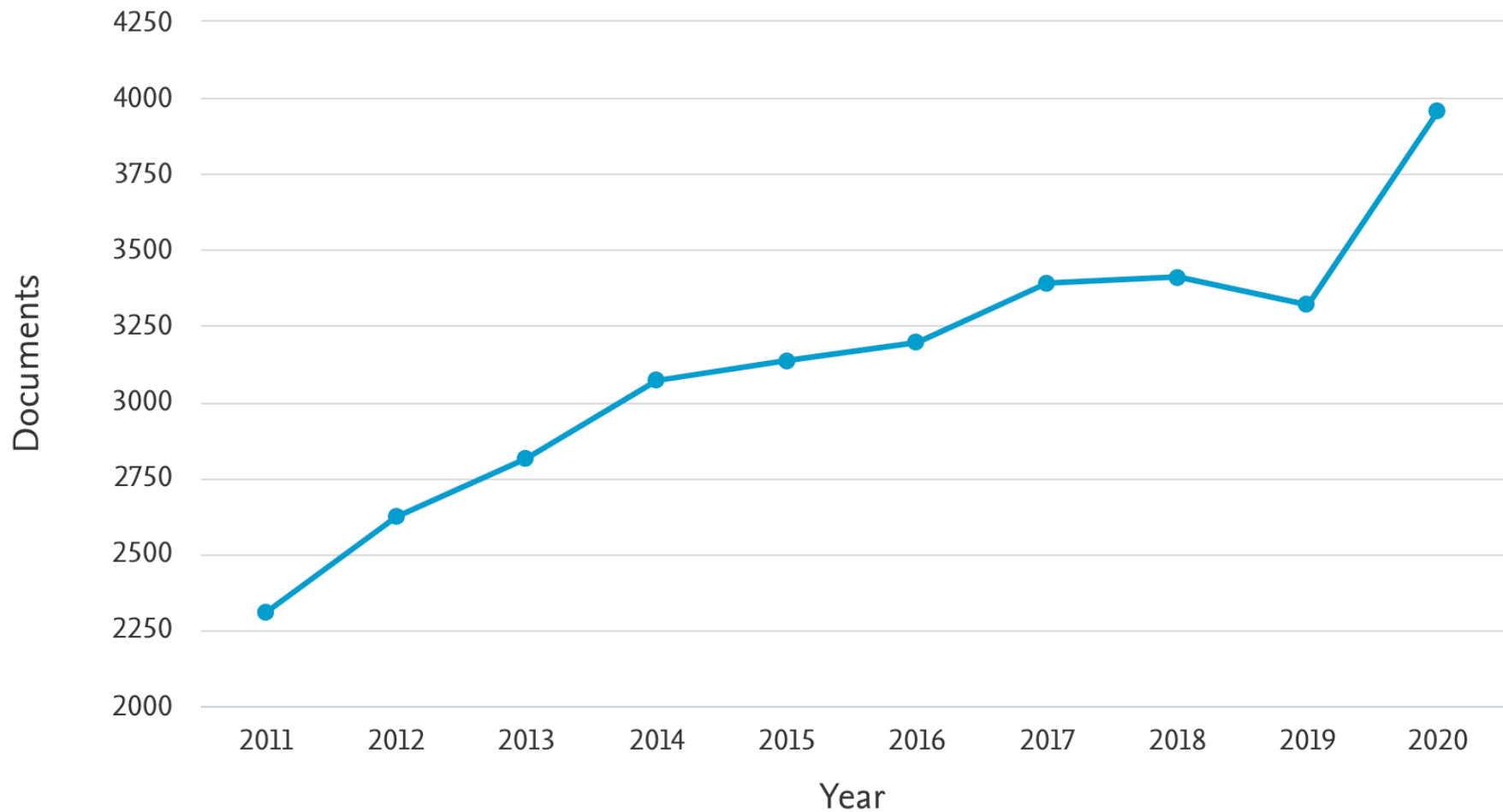


- ▶ GW serves as a clinical trial site to test the safety and efficacy of mRNA coronavirus vaccine created by Moderna
- ▶ Studying and combatting vaccine disinformation
- ▶ Development and launch of proprietary surveillance test and large-scale testing protocol for GW's on-campus community
- ▶ Technologies to detect the virus and decontaminate surfaces
- ▶ Impacts of the pandemic on society

RESEARCH UPDATE

GROWING IMPACT OF GW SCHOLARS AND RESEARCHERS

GW-Authored Documents by Year (10-year trend)



Source: SCOPUS

RESEARCH UPDATE

GROWING IMPACT OF GW SCHOLARS AND RESEARCHERS

Documents and Citations (2017-2020)

10,686

GW-authored documents

Source: SCOPUS

7,342

Articles

404

Book Chapters

57

Books

49,753

Total citations

Source: Web of Science

Core Collection

130

*Highly Cited
in Field*

17

*Hot Papers
in Field*

RESEARCH UPDATE

HIGHLIGHTED RESEARCH IMPACT IN 2020

- ▶ GW joins network of universities advancing field of Public Interest Technology (PIT-UN)
- ▶ The first collection of “ISIS Files” were made available in an ongoing partnership with *The New York Times*
- ▶ Global Women’s Institute released 20 year study, finding that violence against women and girls is preventable
- ▶ Carnegie Foundation for the Advancement of Teaching recognized GW with 2020 Community Engagement Classification
- ▶ National Institutes of Health renewed the DC Center For AIDS Research for an additional five years
- ▶ GWSB becomes new Center of Excellence for Department of Homeland Security
- ▶ Prestigious W.M. Keck Foundation grant awarded to Cancer Center researcher to study “cellular memory”
- ▶ GW’s hub for research activities related to the Arctic region, centered in ESIA, continued to grow in 2020

RESEARCH UPDATE

ENTREPRENEURSHIP AND TECHNOLOGY COMMERCIALIZATION

Entrepreneurship

- ▶ Supplemental funding from National Science Foundation to support virtual programming resulted in 5,400 engagements
- ▶ New Venture Competition was third largest collegiate competition in country

Technology Commercialization

- ▶ FY20 record year with 79 GW invention disclosures
- ▶ FY20 record 22 patents issued to GW inventors

Industry Research Partnerships

- ▶ Expanded research agreement in area of cold plasma research

RESEARCH UPDATE

HIGHLIGHTED FACULTY HONORS & ACCOMPLISHMENTS

- ▶ Alison Brooks elected to National Academy of Sciences (CCAS)
- ▶ Michael Feuer appointed nonresident senior fellow at the Brookings Institution (GSEHD)
- ▶ Michael Keidar elected to National Academy of Inventors (SEAS)
- ▶ Sara Rosenbaum honored by National Academy of Medicine for distinguished service (GWSPH/Law)
- ▶ Karen Drenkard receives 2020 Year of the Nurse Award from Virginia Nurses Foundation (Nursing)
- ▶ Monica Lypson is elected to Society of General Internal Medicine (SMHS)
- ▶ Eugene Migliaccio elected to National Academy of Public Administration (GWSPH)

RESEARCH UPDATE

ENHANCING AND STREAMLINING SUPPORT SERVICES

- ▶ Decentralize and reorient sponsored research administration support
- ▶ Shared services model in research technology support
- ▶ Electronic research administration tool is being implemented with a planned launch in December 2021
- ▶ Second semester-long responsible conduct of research (RCR) course enrolled at capacity
- ▶ Clarifying and streamlining definitions and processes related to shared facilities and research centers and institutes
- ▶ Advisory committees for animal research, human research and lab safety
- ▶ Continued work on the Research Ecosystem Review

RESEARCH UPDATE

RESEARCH ECOSYSTEM REVIEW: PHASE I RECOMMENDATIONS

Phase I

84 Recommendations / Presented in Spring 2019

- ▶ Pre-award processes
- ▶ Post-award processes
- ▶ Research integrity and compliance
- ▶ Non-sponsored research and scholarship



Addressed



In process,
implementing
solution(s)



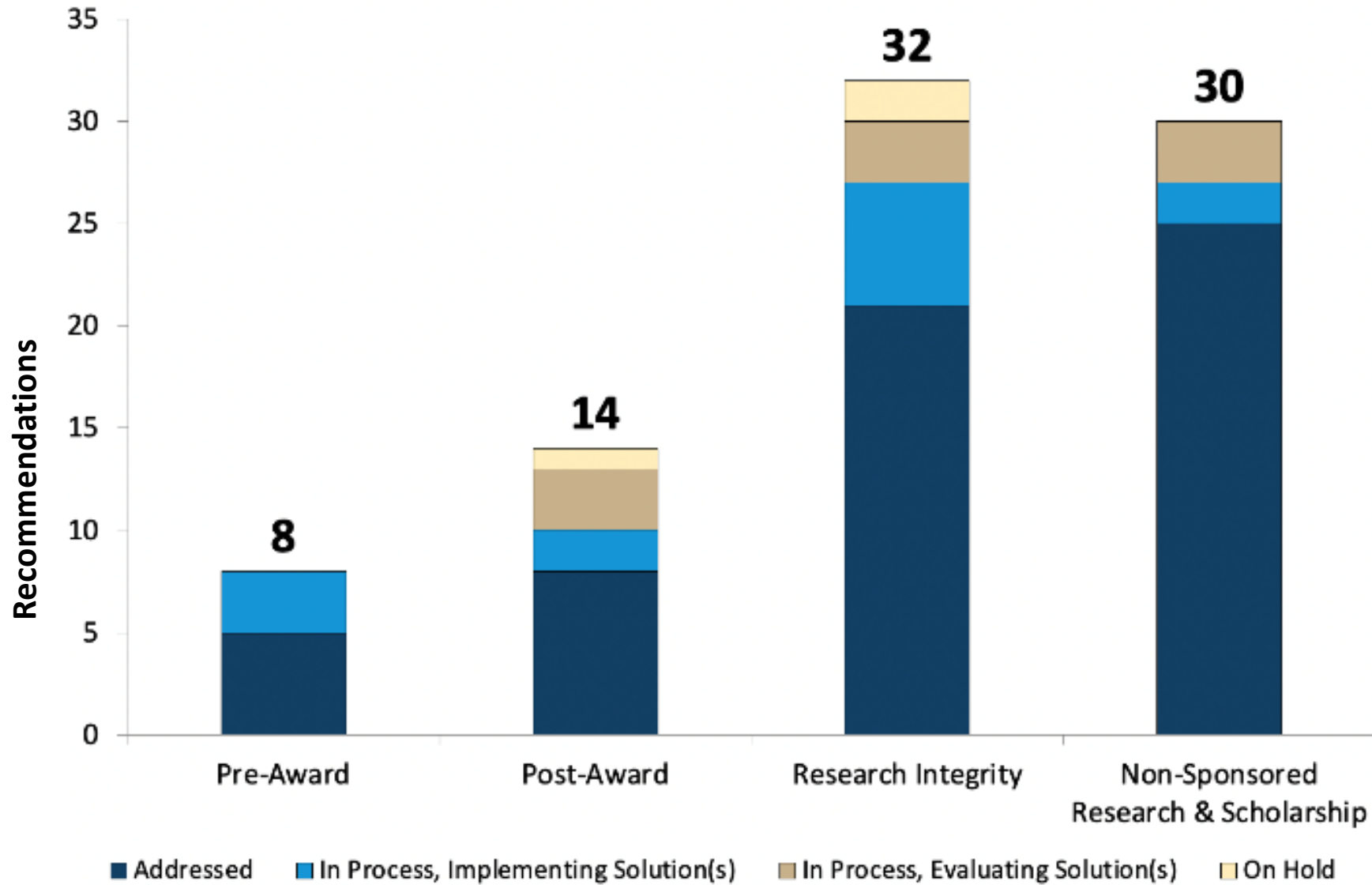
In process,
evaluating
solution(s)



On hold

RESEARCH UPDATE

RESEARCH ECOSYSTEM REVIEW: PHASE I RECOMMENDATIONS (BY WORKING GROUP)



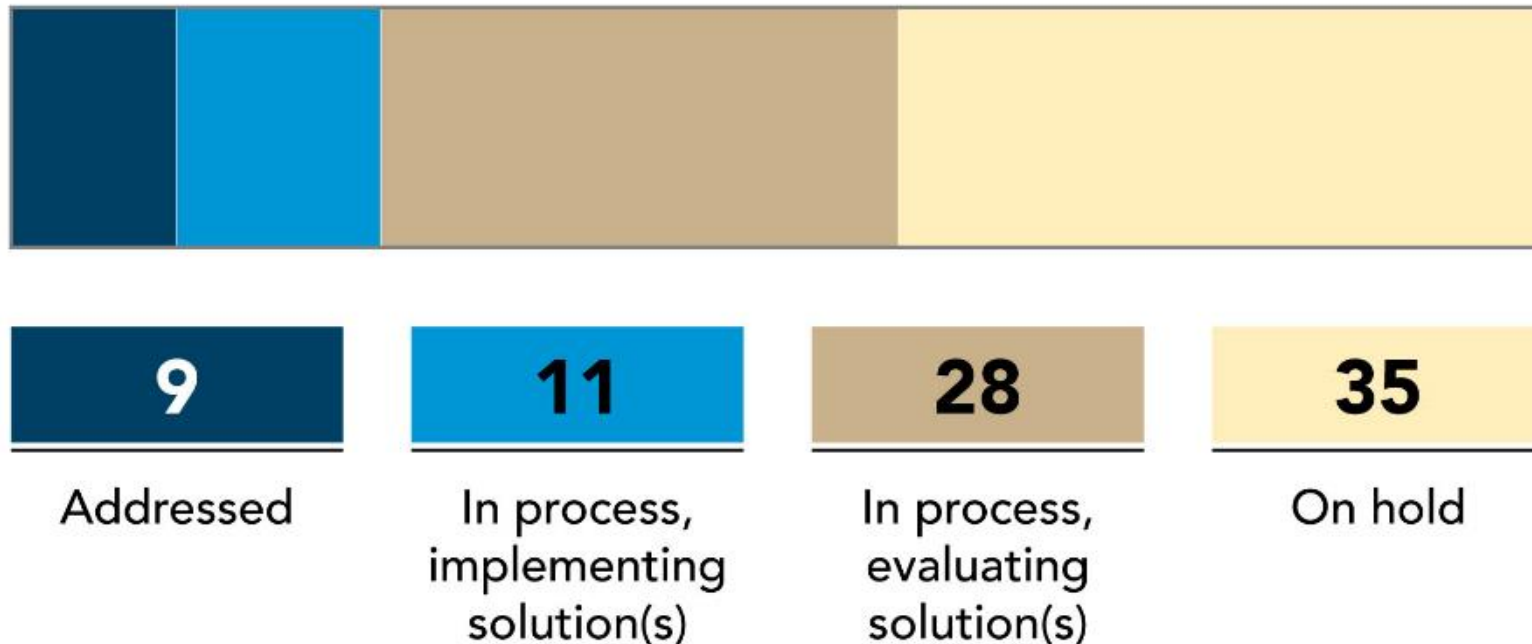
RESEARCH UPDATE

RESEARCH ECOSYSTEM REVIEW : PHASE II RECOMMENDATIONS

Phase II

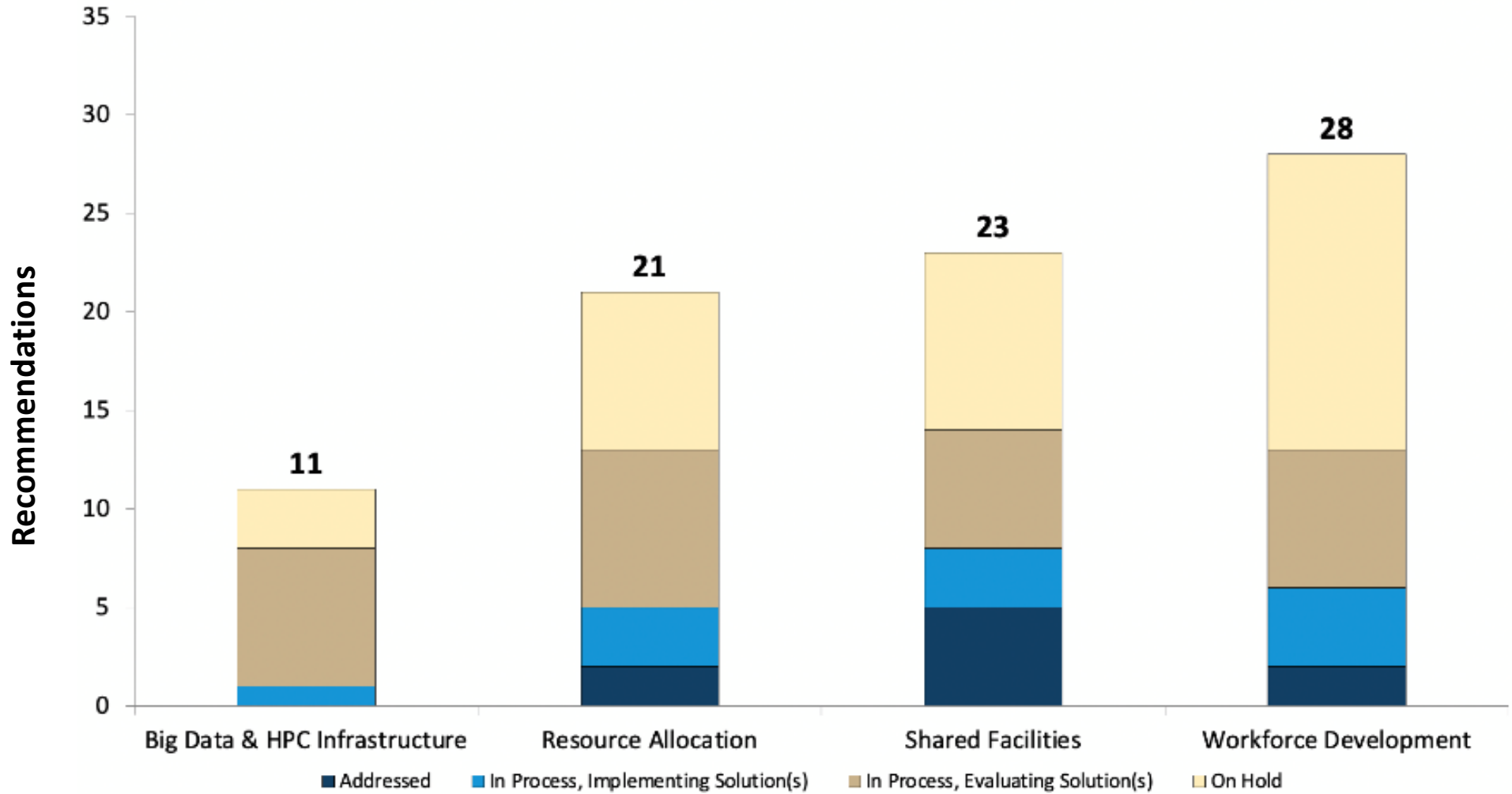
83 Recommendations / Presented in Spring 2020

- ▶ Workforce development
- ▶ Big-data and high-performance computing infrastructure
- ▶ Resource allocation
- ▶ Operation and utilization of shared facilities



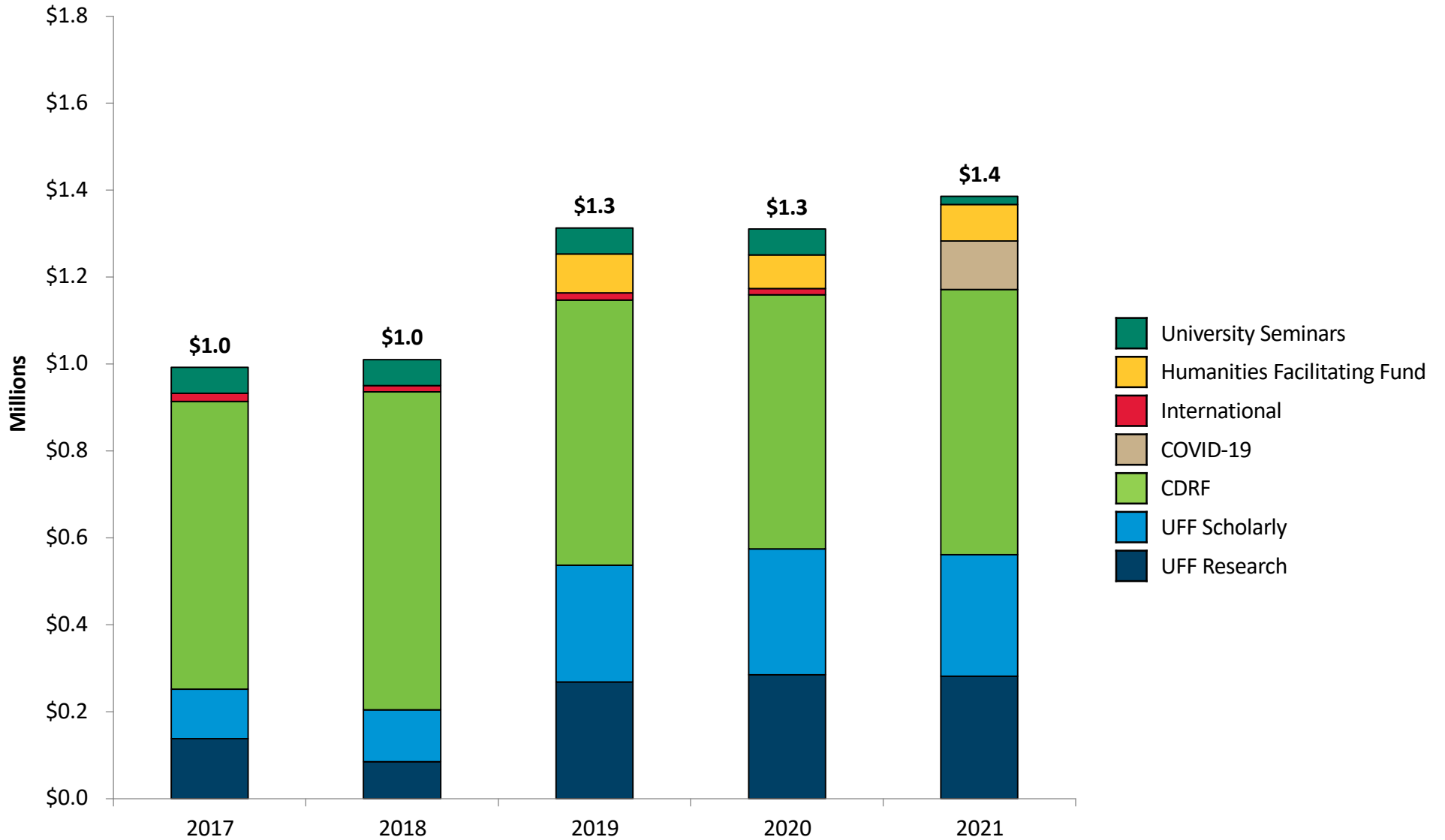
RESEARCH UPDATE

RESEARCH ECOSYSTEM REVIEW: PHASE II RECOMMENDATIONS (BY WORKING GROUP)



RESEARCH UPDATE

INTRAMURAL FUNDING PROGRAMS



RESEARCH UPDATE

RETURN ON INVESTMENTS IN GW SCHOLARS AND RESEARCHERS

University Facilitating Fund

- ▶ Since FY17, in their first year of funding, UFF recipients report:
 - ▶ completing **91 publications**,
 - ▶ giving **58 conference presentations**,
 - ▶ submitting **106 grant proposals** for external funding, and
 - ▶ receiving funding for **37 sponsored projects**,
 - ▶ among other **creative works, media appearances, events and reputational enhancing outputs**

\$2.1M

*Total GW UFF
Awards Since FY17*

\$16M+

*External Funding Secured by UFF
Funded Projects Since FY17*

RESEARCH UPDATE

RESEARCH ENHANCEMENT

The Research Enhancement Unit (REU) provides GW investigators with services and guidance to successfully apply for federally-sponsored research funding.

- ▶ Consultative and scientific editing services
- ▶ Professional development workshops, trainings and seminars
- ▶ Facilitates collaboration for large, complex, international and multi-/cross-disciplinary proposals

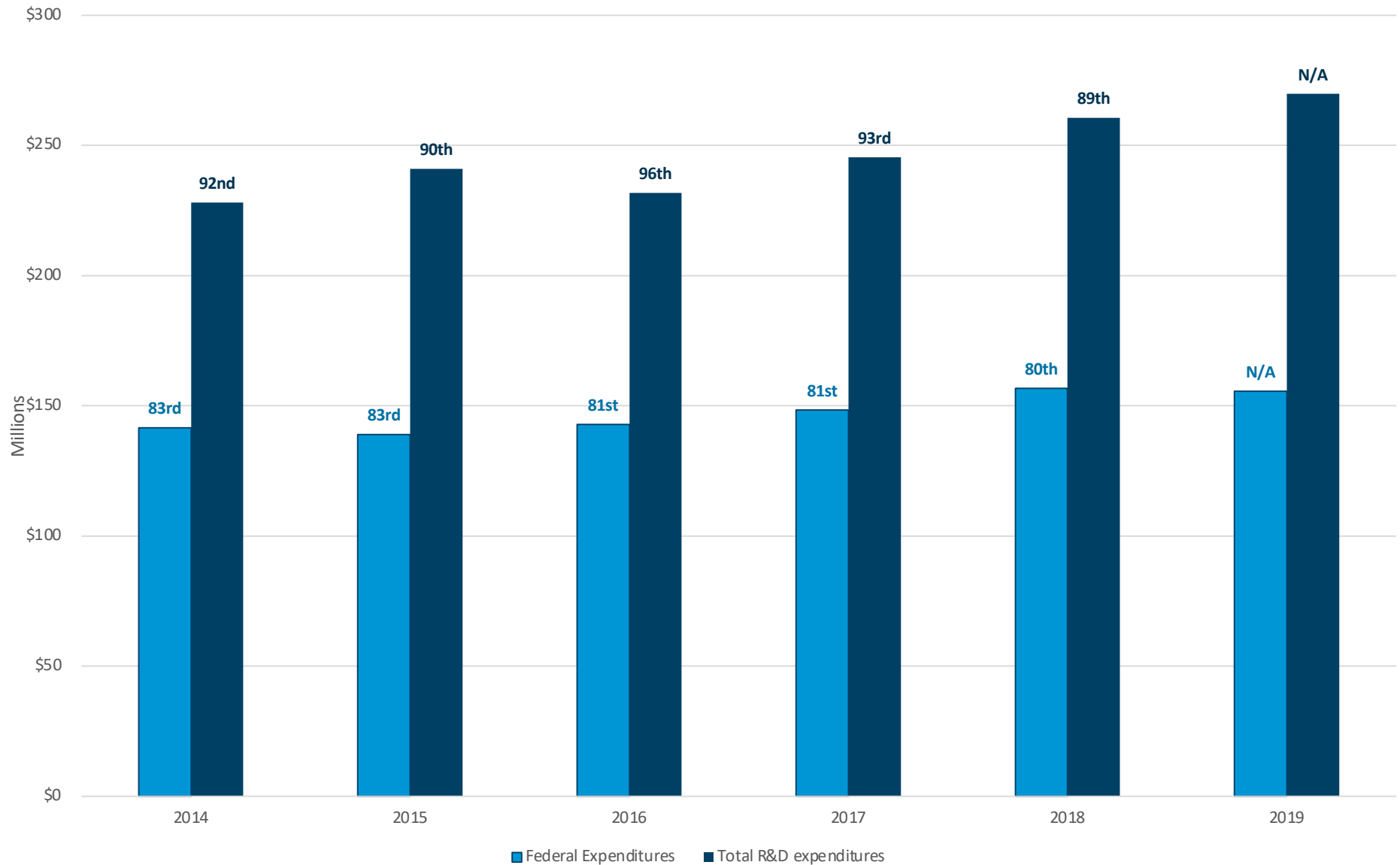
“The editorial services provided by REU helped make this a successful submission. The editor refined the substance of the proposal and made it clear to reviewers.”

- GW investigator whose proposal went on to be awarded a multi-million dollar grant from the National Institutes of Health.

Sponsored Project Metrics

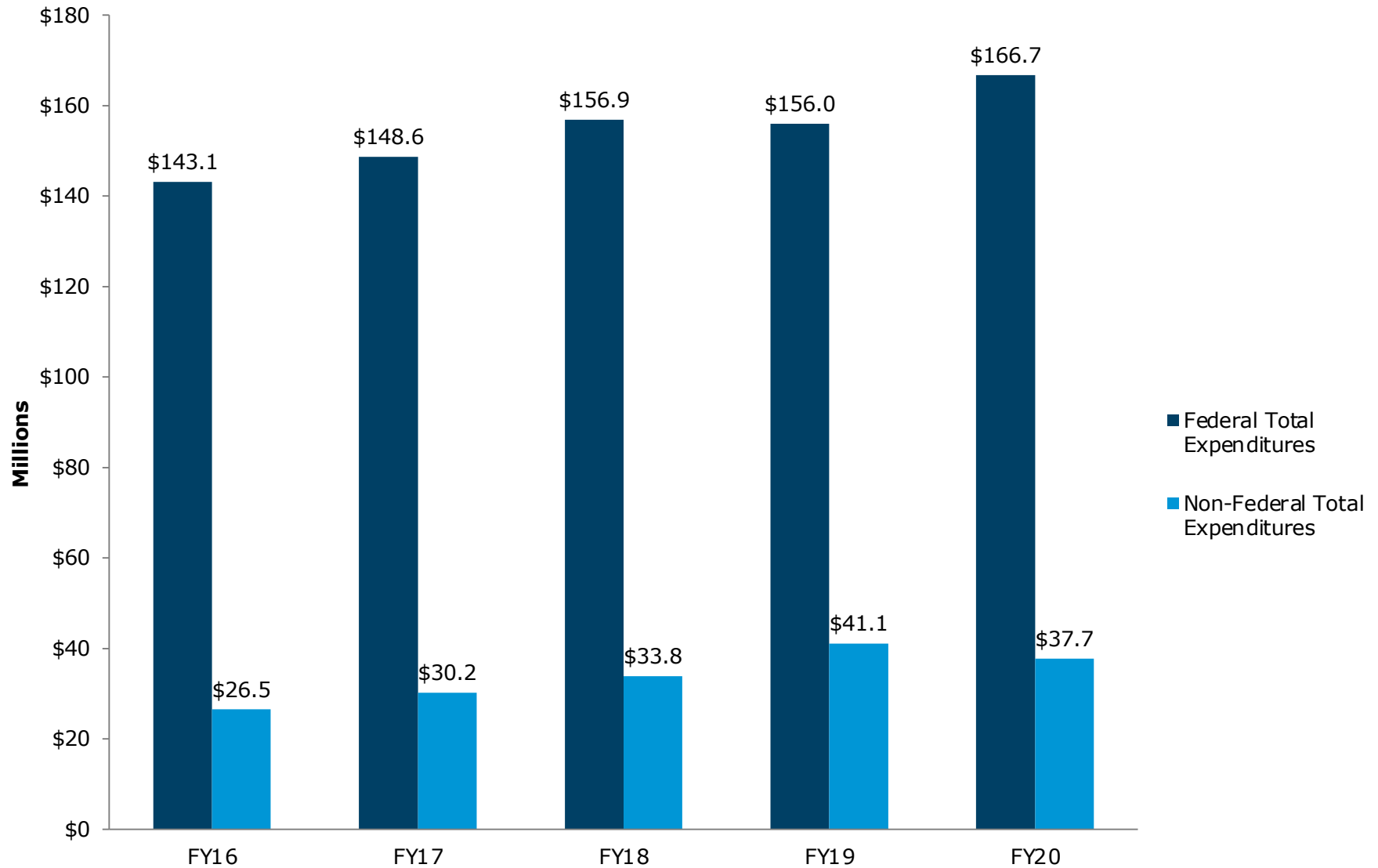
RESEARCH UPDATE

RESEARCH EXPENDITURES WITH NSF HERD RANKING



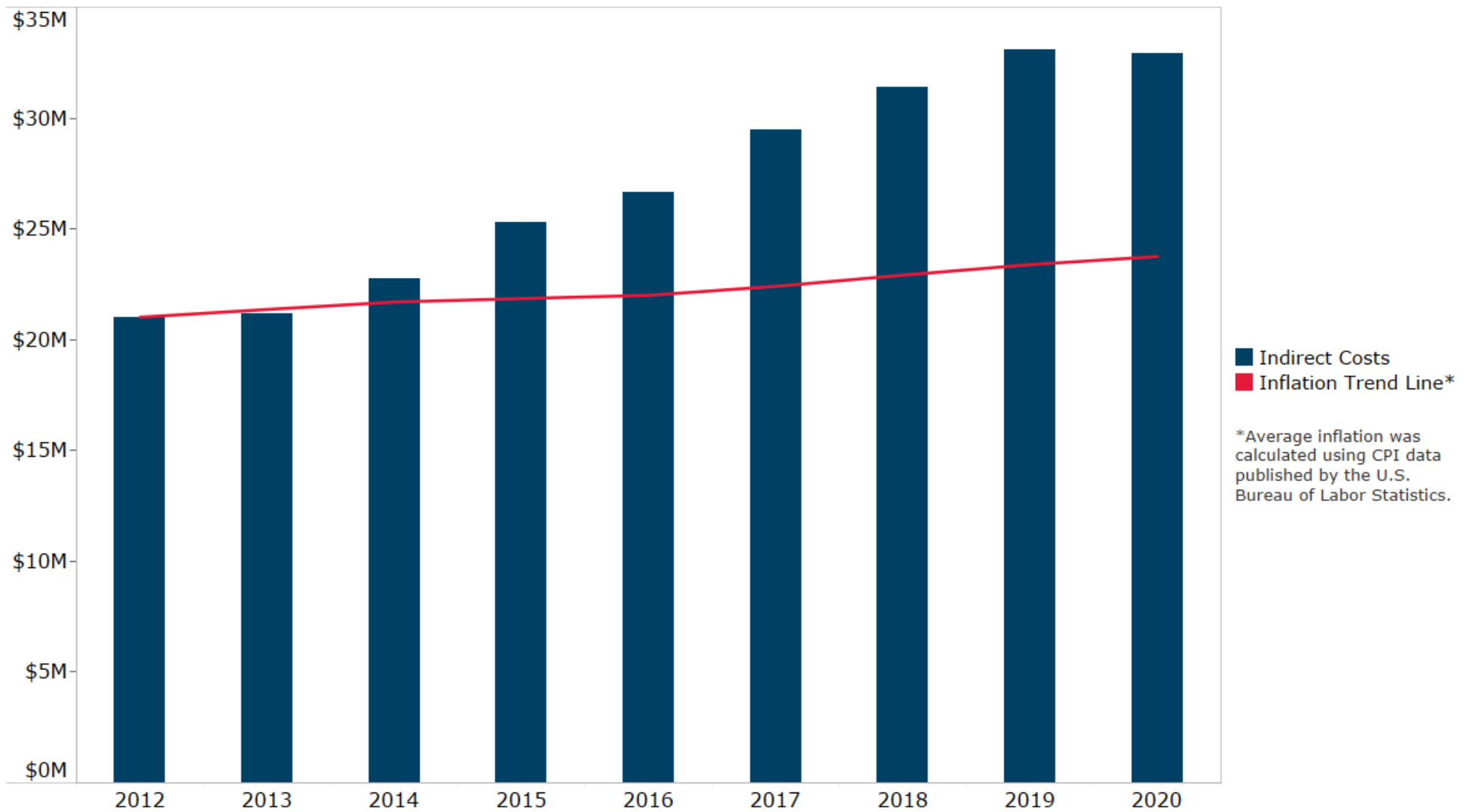
RESEARCH UPDATE

YEAR-END TOTAL EXPENDITURES FEDERAL VS. NON-FEDERAL



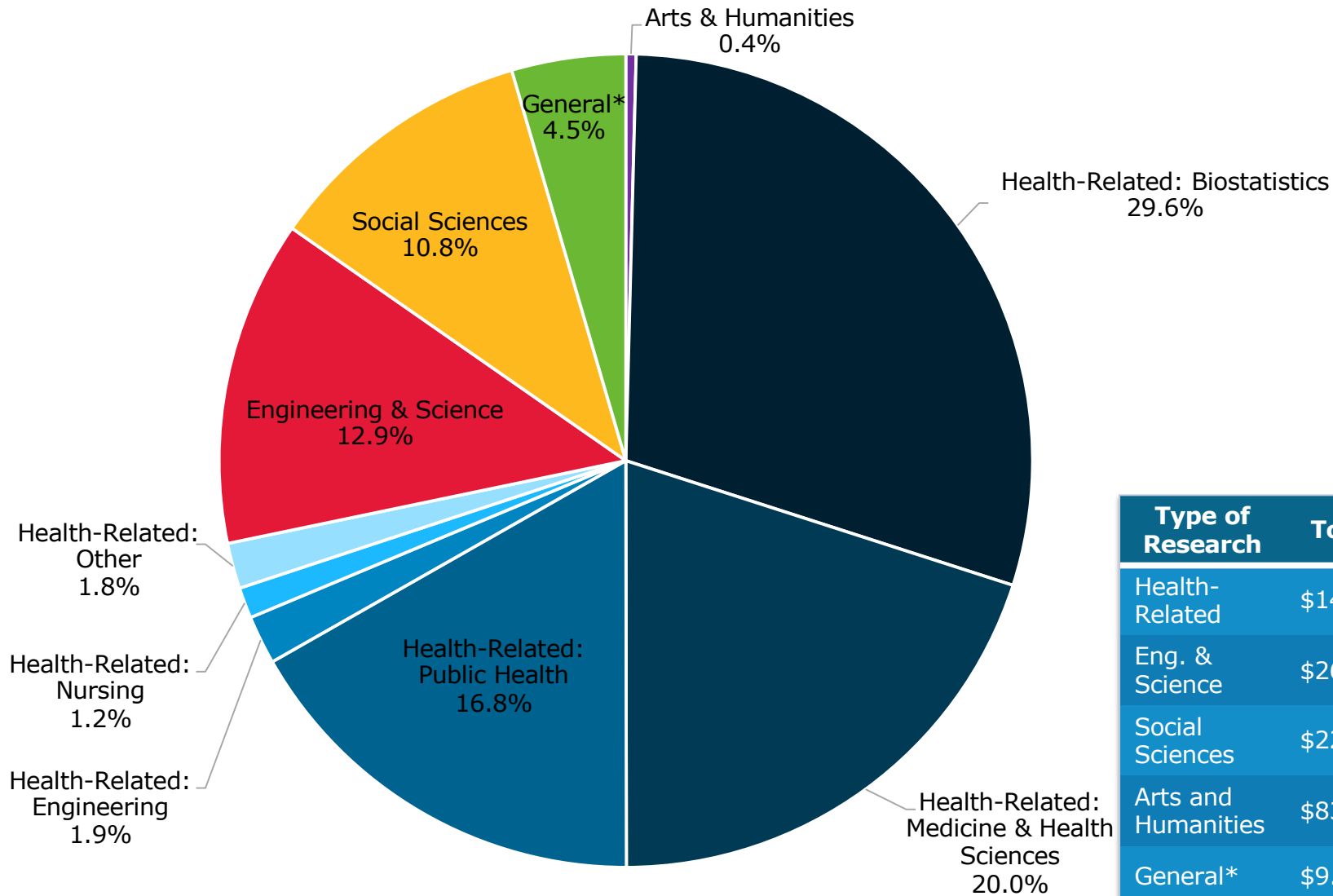
RESEARCH UPDATE

INDIRECT COSTS BY YEAR WITH INFLATION TREND LINE FISCAL YEARS 2012–2020



RESEARCH UPDATE

TOTAL EXPENDITURES BY TYPES OF RESEARCH FISCAL YEAR 2020

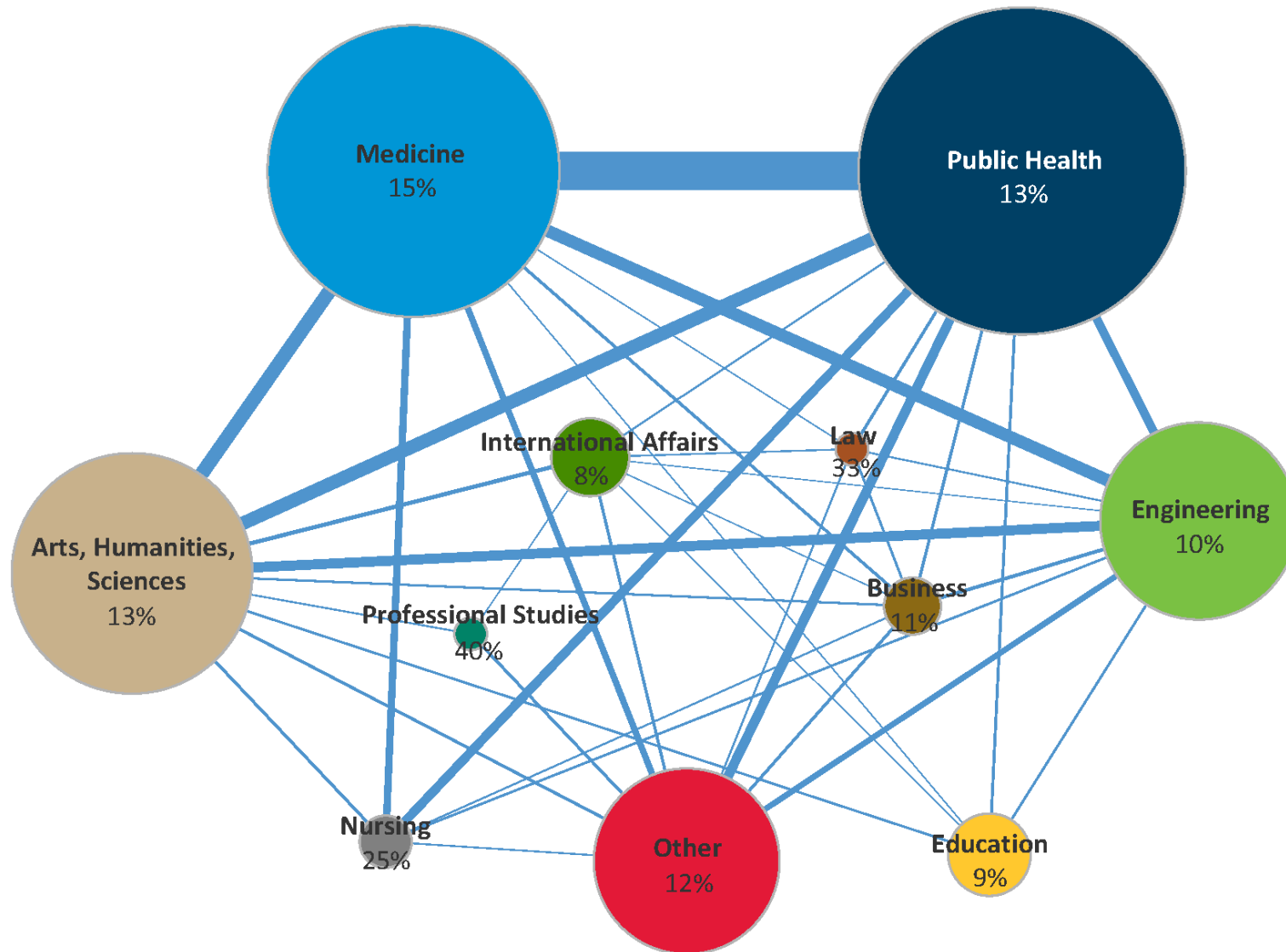


Type of Research	Total \$	% of Research
Health-Related	\$145.8M	71.3%
Eng. & Science	\$26.5M	12.9%
Social Sciences	\$22.1M	10.8%
Arts and Humanities	\$833K	0.4%
General*	\$9.3M	4.5%

RESEARCH UPDATE

CROSS-DISCIPLINARY RESEARCH

RELATIONSHIP AMONG SCHOOLS FOR PROJECTS WITH CROSS-SCHOOL PIs



RESEARCH UPDATE

SETTING A UNIVERSITY-WIDE RESEARCH AGENDA

- ▶ Visioning and goal-setting through engagement with GW faculty, students and staff
- ▶ Enriching the research experience for students and trainees
- ▶ Enhancing research support for sponsored and non-sponsored activities
- ▶ Capitalizing on work conducted by High-Impact Research Committee
- ▶ Search for Vice Provost for Research
- ▶ Improving and coordinating support to grow clinical research

RESEARCH UPDATE

UPCOMING RESEARCH EVENTS



Week of April 12–16, 2021

- ▶ A virtual event
- ▶ Students from all disciplines encouraged to present their research projects
- ▶ Submission form will open by end of January 2021



April 15, 2021

- ▶ 3rd largest collegiate competition in the country
- ▶ \$500,000 in prizes
- ▶ Applications due February 3



Thank you



Senate Committee on Libraries

Interim Report

Academic Year 2020/21

7 January 2021

Committee members:

[Harald Griesshammer](#), Chair (CCAS, Senate member); Ellen Kurtzman, Faculty Senate Executive Committee Liaison (SON, Senate member); Nicole Cennamo (GWSA, non-voting, ex officio); Holly Dugan (CCAS); Daina Eglitis (CCAS); Asefeh Faraz (SON); Cynthia Gayton (SEAS); Geneva Henry (Dean of Libraries, non-voting, ex officio); Anne Linton (Himmelfarb Library, non-voting, ex officio); Scott Pagel (Law Library, non-voting, ex officio); Cassandra Riedy (GSEHD); Ken Rodriguez (LAW, non-voting, ex officio); David Scalzitti (SMHS); Rhonda Schwindt (SON); Andrew Smith (CCAS); Marinella Temprosa (GWSPH); Kathleen Thoma (SMHS); Max van Balgooy (CCAS); Jason Zara (SEAS)

Meetings

19 May (constituting meeting, new chair), 26 June, 27 July, 21 September, 18 December 2020, all via webex. Additional discussions of the chair and some members with the ex-officio members as well as GW leadership during the Summer. The chair also attends the Council of Librarians meetings.

Summary

The committee coordinates with the Senate's Educational Policy & Technology Committee, focusing on the technological aspects of online instruction, academic technologies, help with course design, moving courses online etc.

The committee saw its primary task so far in supporting GW's online teaching and research during COVID.

The committee pressed GW leadership for emergency approval of additional Librarian and Staff positions. The Faculty Senate approved the committee's "Resolution on the Immediate Need to Fill Positions in the Deanery of Libraries and Academic Innovations" with amendments on 20 May (Senate Resolution 21/5); see appendix. Most of the position requests were subsequently granted, but some qualified candidates had already moved on.

The committee expresses its deep gratitude by the dedication of Librarians and staff at the Deanery of Libraries and Academic Innovations (LAI) and the GW Libraries who work tirelessly to help faculty and staff in GW's online semesters, both in education and research. It is a testament to Librarian and staff dedication to GW that they conduct their work well beyond their duties even as administration threatened their positions.

The committee vigorously advised against effectively breaking up LAI by removing Academic Technologies and Classroom Technologies and transferring it to the CFO's responsibilities. This disrupts essential Librarian and staff work at a critical time with layoffs and restructuring. The online training sessions and new research database efforts prove highly effective. Zoom is being integrated. Blackboard Collaborate Ultra storage space of recordings must be reduced.

The committee has joined the formation of a sub-committee, initiated by the Senate's Educational Policy & Technology committee, to oversee the transition and restructuring of AI/IT.

The committee endorsed a resolution by the Senate's Educational Policy & Technology committee on GW Course Intellectual Property and Digital Recording, passed by the Senate (21/9).

The committee notes the importance to preserve positions. Decisions about collections and subscriptions are data-driven. More than ever, the pandemic has demonstrated that qualified and dedicated Librarians and staff constitute the high value of LAI for faculty and students.

A persistent problem is the physical infrastructure of GW libraries: humidity, mold and space. The committee hopes to have some breathing space to address these going forward.

Minutes of meetings appended

Harald W. Griesshammer, Chair

**GW Faculty Senate Library Committee Meeting
December 18, 2020; 12:30 pm ET, via WebEx**

Attendees: Harald Griesshammer, Jason Zara, Jared Johnson, Andrew Smith, Anne Linton, David Scalzitti, Elizabeth Gonzalez, Geneva Henry, Scott Pagel, Rhonda Schwindt, Kathleen Thoma, Ken Rodriguez, and Holly Dugan

Harald Griesshammer, Chair, called the meeting to order at 12:35 pm.

Minutes of the previous meeting were approved.

Geneva Henry, Dean of Libraries and Academic Innovation, presented a brief, retrospective analysis of what went well in the fall and what needs improvement in anticipation of the spring semester.

1. What went well:

A. Instructional Resources

- LAI continued to offer mini-workshops and consultations with faculty, emphasizing teaching enhancement;
- demand for and virtual attendance of these workshops remains strong;
- Instruction design team produced a number of shorter video formats (10 minutes videos, quick tips and tricks) and will continue to build these resources.

B. Concierge teams assigned to individual departments

- These teams worked with departments updating them about resources.
- They also functioned as liaisons for communicating unique needs or request for extra help

C. Librarians embedded in instructions; this worked very well in virtual platforms

D. Virtual course materials

- LAI encouraged faculty to adopt open educational materials whenever possible for equity and access
- LAI worked with faculty who wished to use copyrighted materials in their courses (including film)

E. Faculty zoom account roll out

- Faculty requested this and it went well (more information in the appendix)

F. Students

Our virtual tutoring and study sessions were well attended. LAI leveraged students to run these, including hiring students in different time zones to make use of those resources in Europe and Asia.

Students also participated in many virtual consultations with librarians and made use of digital resources. Those on campus made reservations to study in Gelman. We also worked to accommodate the needs of DSS students who use libraries for assistive technologies

G. Research

LAI is ensuring access to research and loaning materials by leveraging WRLC resources. There was progress with making our digital materials accessible, and we are now FedExing print resources when available, and we implemented a grab and go system for print materials. This has been tremendously successful, so much so we're wondering if we should move to a closed stacks model. Gradually consortium loaning is back up to speed fully; it started slow (not all of the libraries are at full operation like ours) and LAI has been able to find digital versions of print resources in many ways. We have been able to support faculty working with data in all sorts of forms; and we continued with virtual research consultation and to work toward digitizing our special collections to support researcher needs. The good news is that these digitized materials are now available long term for researchers. We have also been providing support for the naming committees (using university archives).

2. Areas to improve:

A. Blackboard storage issues.

The increase in faculty storing videos in blackboard increased the cost; the university received a large bill late in the semester due to this increased use. We may need to educate faculty on how and where to store recorded lectures (echo 360 or youtube). It costs a tremendous amount to store classroom videos directly in blackboard

B. Instructional Design Team

The bandwidth of our instructional designer team is depleted. We're trying to encourage the creation of shorter, pre-recorded materials to help faculty who need "just-in-time" help. We don't have enough faculty designers right now to meet faculty demand. The good news is that faculty now realize that this incredible team is available to them; the designers are in high demand.

C. Exam Proctoring:

The university is working with Respondus, which gave us access to the platform at an affordable rate. We have heard from faculty that they want more and different options. There is a challenge: how to find a platform that meet everyone's need that is also affordability. Some platforms charge by exam and we have no control over how faculty schedule their exams (and the frequency) of them.

This may involve encouraging faculty to think differently about student assignments: Jason (Torres, Director of Strategic Digital Learning Initiatives) is at the intersection of

multimedia and pedagogy and he is working with faculty to use multimedia in their assignments.

LAI also launched the Create Digital studio this fall. It's sparse now but some faculty have used it already to create videos for courses (example from dance. We've held workshops about it with good attendance but we want to increase visibility for this space.

D. Technology integration

We are looking at technology to overcome some issues with integrating learning management and communication platforms; there are some new technologies that we are in discussion with now with vendors. (Example: free trial soon with Engagely). Gaetano Lotrecchiano is leading that effort and we will keep you updated.

E. Improvements needed for UG studies:

Our top text books program is very popular, which keeps the most popular (and expensive) textbooks on reserve. The publishers have now made it impossible to loan these textbooks digitally. We're trying to figure out how to work around this; we can, for instance, digitize a chapter of a time for students.

Off-campus students also want access to Gelman to use a study space. Since they're not in the on-campus cohort, they're not going through the on-campus protocols and we can't let them into the building. There are discussions about whether or not they can opt-in to the protocols so that they can use the facilities (Gelman, Lerner Health and Wellness).

F. Research:

We are putting links to digital versions of our resources through internet archives. We're working through the process of how to do this in the best way. For example, should we create a new record or embed a link? There are cost concerns; Ex-libris charges per catalogue record.

Scott asked whether Gelman has made use of the "emergency one-time access" for students who are not in the cohort – law students have made arrangements with UPD to let off-campus students in that way to make use of the library's casebook reserve collection.

Geneva explained that there are some differences since off-campus students mostly want to use the space to study or to access special collections.

Scott clarified that this might help with the issue of the popular textbooks. Geneva said she'd explore that option, but noted that it may create some issues since the vast majority of students are not on campus, raising issues of inequity.

Geneva invited Scott Pagel and Anne Linton to provide brief updates about Burns Law Library and Himmelfarb Health Sciences Library.

Scott Pagel reported on Burns Law Library:

He noted that the law library is doing much the same thing in terms of helping faculty with online teaching. The law school employs 200-300 new adjuncts each semester; they're currently trying to get adjunct faculty ready to use zoom. He noted that they don't have the same storage problems because they store internally. Their LMS is mylaw, which creates an interface with blackboard and canvas.

He noted however that the financial mitigation efforts by the law school impacted the library: **As part of the mitigation effort by the law school, the law library has permanently lost 5 positions; 3 staff also have been furloughed for 6 months; and 3 staff members have had their hours reduced by 20%.**

Anne Linton reported on Himmelfarb Health Sciences Library:

Himmelfarb utilized many of the same strategies reported above. She noted that Himmelfarb has also been greatly impacted by the financial mitigation efforts. Here, the cuts impacted the serial collection. During the first round, **cuts were made to subscriptions in the fields of clinical and public health but now they're impacting the collections that support research.** It will be pretty upsetting to researchers.

Geneva reported that the financial mitigation strategies impacted Gelman in different ways. There were no layoffs or furloughs but the shift to shared services in facilities, events, and communications means that the staff have had to absorb many of these tasks. Staff now handles manning the loading dock. There are also humidity issues; and librarians are taking turns to empty large trashcans of water from dehumidification process. Events also moved to a shared-services model; it is very difficult to organize workshops. She noted that the shift of academic technologies was also very difficult for LAI.

Geneva then took questions from the committee about how to address the staff cuts, zoom-integration into Blackboard, and storage issues.

Harald emphasized the need to educate faculty about the storage issues regarding blackboard, including researching whether there's an intuitive way to do this that will help the less-technology savvy faculty members participate.

Harald asked if hiring more Instructional Designers would help? Geneva said yes.

There was a discussion about campus access for off-campus students, especially as part of diversity, equity, and inclusion issues. Geneva noted the challenge of the twice-weekly protocols but Harald noted that perhaps it would help to see how many students are impacted by this.

There was a discussion about AI systems for proctoring exams; many faculty noted that the platforms are expensive and don't work well. Jared noted that many of the systems don't work well on google chromebooks, which raised the point that without student equitable access to technology these issues will continue. We can identify great solutions but if the students don't have access to the technology they won't work. Jason noted that this could also dovetail with instructional design: what kinds of assessments don't require proctoring?

Holly thanked Geneva for the LAI's help with humanities research, noting an increase in access to books via the ILL chapter availability function and librarians' willingness to explore temporary solutions (like trial subscriptions to Oxford University Press Scholarship online). This has been a help for humanities research.

Harald noted that planning will start soon for post-covid research. We'll talk about this more in spring.

Harald invited Jared Johnson, Chief Technology Officer and Associate Vice President of Academic Technology and Customer Experience, to speak to the committee on the restructuring. The slides from his presentation are included in the appendix.

Jared: My presentation is about the organization and support options. But I did want to review the lessons learned from fall and spring.

-For fall: there was a large effort over the summer for preparing the classrooms for hybrid technology (cameras and microphones). As Geneva can attest, we ran into major issues in getting equipment. So we were working on some hard timelines for summer up until the decision to go virtual. That provided some relief; that effort stalled as we shifted our approach. But once we were into the semester we renewed the procurement effort. The installation effort has continued (at a slower pace with a September 2021 deadline). We're using GW labor so that means it's proceeding more slowly but it is also more affordable.

We've consulted with other provosts (Boston U, George Mason) about in person learning. They performed the technology installation; some ramped up support (student technology assistance). We're hearing that teaching in the classroom with simultaneous virtual learning is very difficult. Some include more students to help with collaborative technologies. We'll continue to look for those ideas and how to apply them.

We prepared additional virtual computing resources. Prior to Covid, we had computing resources in the business school, public health, and CCAS. Over the summer, we were able to increase virtual labs (for SEAS) and with LAI to create general purpose virtual

computing labs. These web-based platforms help with access. We've seen an uptick in use by students. We've created a specific way for students in countries with internet monitoring to use them; that hasn't been used as much but it would have been impossible to know before this semester.

We worked on making labs accessible via remote desktop technologies. These are specific to course needs.

We completed work with the Provost and Registrar's office to walk through the in-person classroom needs for spring. There are very few classes in person (most are in SON or MFA). We have located them in spaces that we feel are safe.

The Search for the Chief Technology Officer search has begun.

Slides:

1. Technology update: licensed zoom accounts

This occurred on a rolling basis because so many faculty had personal accounts with university email accounts. A key difference between zoom and webex is that zoom is solely web meetings. We're not paying the extra fee for phone numbers. That's another level of account cost; so far we haven't heard negative feedback on this. Each zoom account gets .5 gig of storage that gets used up quickly. But when you add the cumulative accounts, combined with 3tb of storage, it helps. But we still have storage issues. Some faculty have been recording zoom meetings and this is not unlike the blackboard issues regarding storage. Echo 360 is our enterprise platform and they do have integrations with Zoom, which should allow for a seamless transition (it does require some different work flows). We'll have to partner with LAI Instructional core in order to roll that out. That should lessen the storage needs. GW Law models this well. A lot of our storage issues have to do with work flow.

August- LAW

September- CCAS & GWSB

November CPS, GSHED, SEAS, SON

December- EISA SMHS

2. Review of leadership structure for GW It

Jared provided an overview of the structure. See appendix

Greatest challenge is across the management level and this led to structural changes.

We retained people who are now in a slightly different role. The support centers are organized kind of like the pod structure.

3. Faculty technology support

Important to note that there are multiple options to contact support and this is because we want to maintain continuity of support. This may be phased out, but for now there are multiple access points.

Some hours vary in response to needs of various schools—SEAS & LAW have longer support hours (computing labs)

4. Structure of Shared tech support centers

Front facing—these support centers work as liaison to schools but they also work very comprehensively with one another on the back end.

They're working with deans on how best to report back on service metrics. So far, working most closely with Law School.

5. Structure of Academic and Virtual Computing Unit

FWI: this is proceeding on a case-by-case basis. Some rolled out in July; it stopped quickly because of financial mitigation. So we've been handling requests on case-by-case basis. Establishing what the IT shared services budget looks like moving forward, streamlining workflow and forms for FWI.

6. Research technology services contact information

Contact information provided on slide (see appendix)

Jaredw@gwu.edu

202-994-1135

Jared then invited questions from the committee.

Harald asked for volunteers for the subcommittee to oversee this transition, working with Jared. The committee will be small to be agile in order to help Jared and his team.

Kathleen Thoma asked for more information.

Jason asked a question about "legacy" staff and how they're handling requests from faculty and staff that are outside of their new position.

Jared emphasized that during the first 90 days staff needed to be focused on service continuity. For the most part, we haven't overtaxed too many people. He also noted that the legacy person may be functioning in an intake role, but they are likely transferring it to the new point person. The good news is that we haven't lost that institutional knowledge; we have a lot of key leaders from the schools who are in different roles now but we still have access to their institutional knowledge.

Andrew Smith volunteered for the subcommittee. Harald clarified that the subcommittee will allow faculty to provide opinions and insight to help the structuring of metrics. Jason explained that there is a need to develop metrics to figure out how this new structure is working. After that, it's about reporting back.

Kathleen asked if the committee will identify new faculty needs for technology?

Jason clarified that perhaps but it is tasked more with figuring out how this specific shift has worked, especially measuring administration promises that it will services will be “equal and better.” But it could also identify issues that weren’t being served in either model.

Harald adjourned the meeting at 2pm, noting that the infrastructure report will be bumped to next meeting or to email between now and the next meeting.

THE GEORGE
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WASHINGTON, DC

GW IT Support Update

December 18, 2020

Jared Johnson
Interim Chief Technology Officer



Update Agenda

1. Technology Update: Zoom Accounts for Faculty
2. Review Leadership Structure for GW IT
3. Faculty Technology Support
4. Structure of Shared Technology Support Centers
5. Research Technology Services Contact Information
6. Questions

Zoom Accounts for Faculty

***SPH faculty have had Zoom
accounts through 2U**

August LAW

September CCAS

GWSB

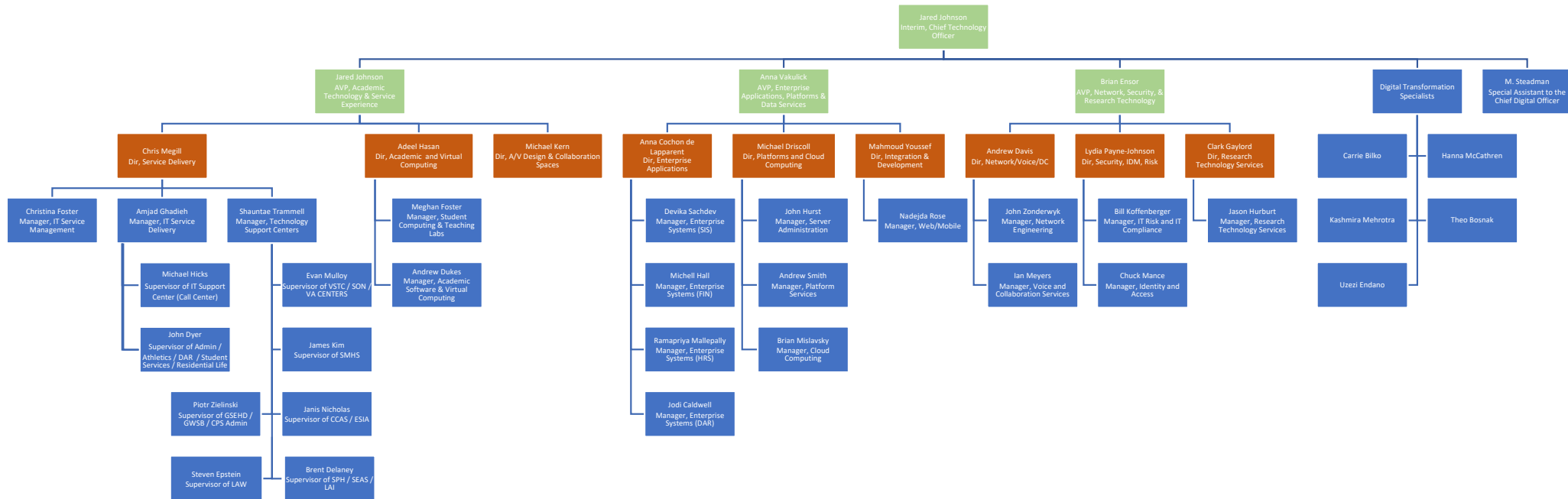
November CPS
GSEHD
SEAS

SON

December ESIA

SMHS

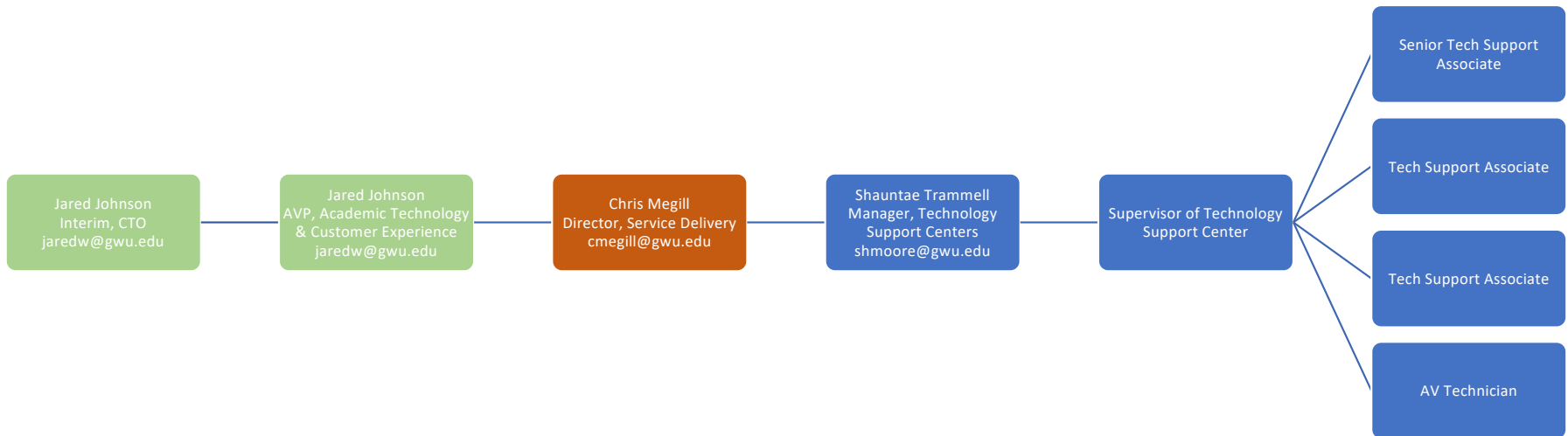
GW Information Technology Leadership Structure – December 2020



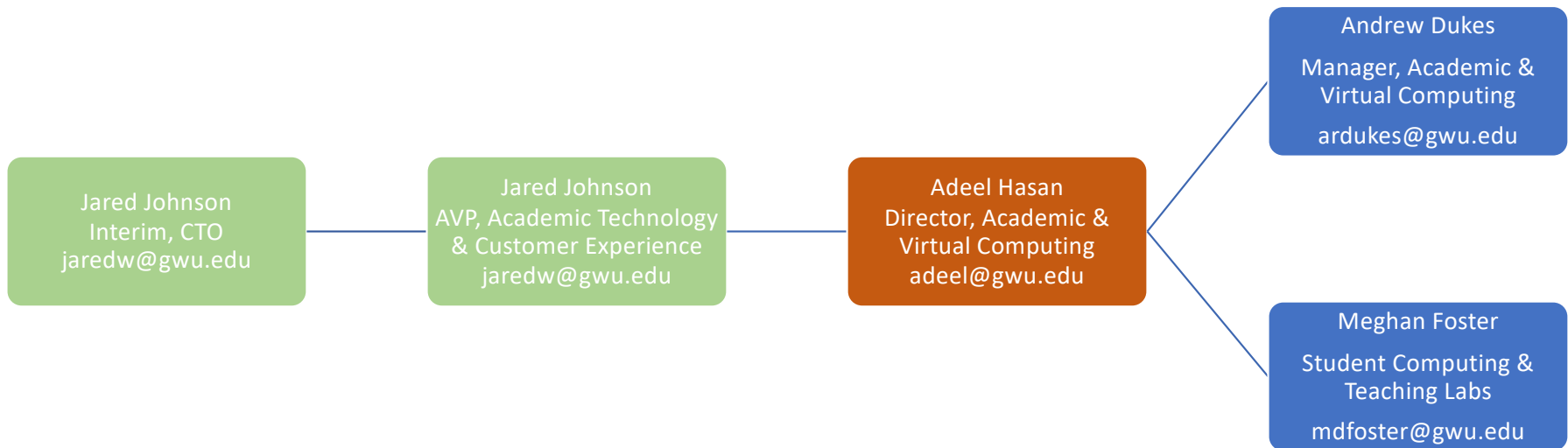
Faculty Technology Support

Tech Support Centers (Supervisors' Email <i>Netid@gwu.edu</i>)	Phone 202-994-4948 (Main IT)	Email ithelp@gwu.edu (Main IT)	Support Hours M – F, 7:00am – 10:00pm
CCAS / ESIA Janis Nicholas (jross16)	202-994-8096 (CCAS) 202-994-4948 (Main IT)	ots@gwu.edu or ithelp@gwu.edu	M – Th, 8:30am - 7:30pm F, 8:30am – 4:00pm
CPS / SON Evan Mulloy (emulloy)	202-994-4948 (Main IT)	cpsit@gwu.edu or son_it_ops@gwu.edu	M – F, 8:00am – 5:00pm
GSEHD / GWSB / CPS Admin Piotr Zielinski (zielin)	202-994-4948 (Main IT) 202-994-4972 (GWSB)	ithelp@gwu.edu oitshelp@gwu.edu	M – F, 7:00am – 6:00pm
LAW Steven Epstien (sepstein37)	202-994-5772 (LAW) 202-994-4948 (Main IT)	lawit@law.gwu.edu	M – F, 8:00am – 5:00pm
SEAS / SPH / LAI Brent Delaney (brent11)	202-994-0123 (SEAS) 202-994-7900 (LAI) 202-994-4948 (Main IT)	support@ticket.seas.gwu.edu gwsphsupport@gwu.edu acadtech@gwu.edu	M – F, 8:00am – 10:00pm (SEAS) Sat 10:00am – 6:00pm (SEAS) Sun 10:00am – 10:00pm (SEAS) M – F, 8:00am – 5:00pm
SMHS James Kim (jkim44)	202-994-9400 (SMHS) 202-994-4948 (Main IT)	casshelp@gwu.edu	M – F, 8:00am – 5:00pm

Structure of Technology Support Centers



Structure of Academic & Virtual Computing Unit



Research Technology Services

- Clark Gaylord, Director of Research Technology Services
 - cgaylord@gwu.edu
- General Inquiries:
 - rtshelp@gwu.edu
- Pegasus High Performance Computing (HPC) Support:
 - hpchelp@gwu.edu
- Research Intake (in development)
 - <https://it.gwu.edu/research-technology-services-supplemental-information-form>

Questions / Feedback

Jared Johnson

Interim Chief Technology Officer

Associate Vice President, Academic Technology & Customer Experience

GW Information Technology

Email: jaredw@gwu.edu

Phone: 202-994-1135



Faculty Senate

Report of the Faculty Senate Executive Committee (FSEC)
January 15, 2021
Arthur Wilson, Chair

First, I would like to commend the administration for their efforts to protect the campus from political violence during the last several months. Sometimes being at the center of it all can get a little too interesting.

Faculty Senate-Led Survey on University Leadership

The faculty-led survey of faculty perspectives on the campus climate and leadership has been live since mid-December and is going well. The survey will remain open until the end of January. The survey team has made every effort to accommodate all full-time faculty, and we have already achieved a response rate comparable to other university surveys; more responses are still being submitted. A report on the survey's findings will then be produced and reported out via the Senate website.

Executive Committee Actions

The FSEC met on December 18. Early the following week, mid-year charges were sent to all the Senate Standing Committees to guide their work during the spring term. More recently, the FSEC has engaged in useful conversations with the administration to better align certain special purpose task forces with the Faculty Senate committee structure.

Personnel Actions

There are two grievances at the university, both in mediation and both in the School of Medicine and Health Sciences. The previous Law School grievance was resolved through mediation.

Calendar

The next scheduled meeting of the Faculty Senate Executive Committee is January 29, 2021. All agenda items to be considered by the FSEC for the February 12 Faculty Senate agenda should be submitted to Liz as soon as possible and not later than January 22. Standing committee chairs who have not yet submitted their interim committee reports to Liz and Jenna should do so as soon as possible.