



Faculty Senate

At the request of the Faculty Senate Executive Committee dated today, April 23, 2021,
President LeBlanc is calling a Special Meeting of the Faculty Senate for
Friday, April 30, 2021, from 2:00-3:30pm
via WebEx

SPECIAL MEETING AGENDA

1. Call to order
2. Vote on Proposed Special Rule
3. RESOLUTION 21/17: On the Response to the Faculty Survey (Professor Arthur Wilson,
Chair, Faculty Senate Executive Committee)
4. Adjournment

Elizabeth A. Amundson
Secretary



Faculty Senate

Special Rule of Order for
the April 30, 2021, Faculty Senate Special Meeting

To be adopted by the Faculty Senate

With this advance notice, 2/3rds of those present and voting at the meeting must approve these rules.

1. The time limit for discussion for the agenda action item shall be 60 minutes. The 60-minute time period is inclusive of discussion with respect to the main motion and any subsidiary motions to the main motion. At the end of 60 minutes, the time limit may be extended by motion made, seconded and approved by the affirmative vote of at least 2/3 of the members present at the meeting. Otherwise, at the end of the discussion period, the motion (as amended, if relevant) will be put to a vote.
2. The chair has the right to limit debate to two minutes per speaker.
3. On any issue, no speaker shall be called upon a second time until all those who have not spoken and wish to speak have an opportunity to speak.



**A RESOLUTION ON THE RESPONSE TO THE FACULTY SURVEY
(21/17)**

- WHEREAS,** On November 18, 2020, the Faculty Assembly approved a petition that stated:
“The Assembly directs the Faculty Senate to conduct a survey of the faculty, with both quantitative and qualitative responses possible, regarding its views of the leadership and communication abilities of the President.¹ The survey shall be launched no later than December 15, 2020, and the complete results shall be reported to the Assembly no later than January 31, 2021, along with comments and recommendations from the Senate. These might include an indication of “no confidence,” “censure,” “approval,” “praise,” or “trust” in the President and his administration;”
- WHEREAS,** From December 17, 2020, to January 31, 2021, a survey of campus climate and the faculty perception of President LeBlanc’s leadership was administered to GW faculty as directed by the Faculty Assembly. The survey comprised quantitative and qualitative questions;
- WHEREAS,** The survey reports results from 1,202 respondents.² The responses were analyzed both quantitatively and qualitatively;
- WHEREAS,** The quantitative results indicate broad-based dissatisfaction with President LeBlanc. Although there was no formal no confidence vote, in quantitative results, a slight majority of faculty report that they do not have confidence in President LeBlanc’s effectiveness as a leader, and slightly more than a quarter of faculty express confidence;
- WHEREAS,** Of the 1,223 faculty who responded to the survey, 734 provided over 4,000 written responses to eight questions;
- WHEREAS,** The qualitative results indicate broad-based dissatisfaction with President LeBlanc;
- WHEREAS,** The Senate is deeply concerned by the widespread negative views of President LeBlanc’s leadership among the faculty in five critical areas: (1) Leadership Team; (2) Consultation; (3) Decision Making; (4) University Vision: Identity, Values, Strategy; and (5) Competence/Execution. These views collectively result in severe hindrances to shared governance;
- WHEREAS,** Among the 22 themes considered, including the five above, many of the faculty also expressed concerns with:

¹ The faculty survey included questions related to the campus climate and President LeBlanc’s leadership. This resolution is focused on the assessment of President Le Blanc’s performance.

² Of 1,781 surveyed, 1,223 participants responded. Of these, 21 self-identified as part-time faculty members whose responses were eliminated since the survey population was defined as full-time faculty members. Faculty participation in the survey was voluntary, and faculty were given the option to decline to answer any question and withdraw from participation. These reports are available to GW faculty on GW Box (<https://gwu.box.com/v/FacultySurvey>).

- a) Hiring practices;
- b) Communication and transparency;
- c) Diversity, equity, and inclusion;
- d) Failure to address faculty perspectives and concerns regarding strategic plan initiatives; and
- e) Low faculty morale;

WHEREAS, Faculty who discuss the School of Medicine and Health Sciences (SMHS) appreciated the President's efforts to readjust the relationship with the hospital. However, in the qualitative results, none of the schools, including SMHS, expressed more positive sentiment than negative sentiment in regards to his performance; and

WHEREAS, The Faculty Senate has passed four resolutions that stated concerns about the very issues revealed by the survey being reported here: 20/9 (on Shared Governance with Respect to Size, Composition, and Quality of the Undergraduate Class/February 14, 2020), 21/7 (on Diversity, Equity, and Inclusion/July 17, 2020), 21/10 (on Research/July 24, 2020), and 21/13 (of Severe Disapproval of President LeBlanc Regarding the Appointment of Heather Swain/October 9, 2020);

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

1. The Senate recommends that the Board of Trustees share the complete quantitative and qualitative survey results and the report on the qualitative results in its entirety with the firm evaluating President LeBlanc's performance.
2. Given these findings of misalignment between the faculty and the university leadership, the Faculty Senate expresses serious concerns about the leadership's abilities to advance GW's vision and mission effectively, the success of which require broad support from faculty, students, and staff.
3. The Senate requests that, by the September 10, 2021, Faculty Senate meeting, the President, with the purpose of rebuilding trust with the faculty, develop and share with the Faculty Senate and the Faculty Assembly/faculty at large a specific written plan detailing how he will integrate a collaborative leadership approach, transparency, and principles of shared governance that involve 1) providing the Faculty Senate and other members of faculty leadership necessary information; 2) offering opportunities for dialogue with the administration; 3) permitting meaningful faculty input and consultation; and 4) giving genuine consideration of the faculty's views.
4. The Senate recommends that the President, Senate, and Trustees work together to:
 - a. develop a strategic plan that builds on the University's existing strengths and pursues new areas of opportunities;
 - b. develop any proposal that would rebalance or resize the educational or research profile of the University;
 - c. recruit, admit, hire, retain, and support underrepresented students, staff, and faculty;
 - d. enhance research infrastructure and financial support for faculty;
 - e. continue to develop a vision for post-COVID education innovations; and

- f. develop a campus masterplan that depends on and comes only after the prior detailing of the university's academic goals in its strategic plan.
5. The Faculty Senate recommends that the Faculty Senate (with institutional help from the central administration) conduct regular faculty surveys regarding their views of the campus climate and the leadership abilities of the President and their team. Future surveys may also address other matters of current concerns beyond the leadership abilities of the President and their team.
6. The Faculty Senate directs that, at the next Faculty Assembly, the Chair of the Faculty Senate Executive Committee (or designees of the Chair) report the abovementioned survey-based recommendations.

Faculty Senate Executive Committee
April 23, 2021