



Faculty Senate

MINUTES OF THE REGULAR SENATE MEETING HELD ON APRIL 9, 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 Ayres, Bass, Feuer, Goldman, Henry, Lach, Mehrotra, and Wahlbeck; Acting Dean Feuer; Professors Agnew, Baird, Borum, Cohen-Cole, Cordes, Costello, Galston, Garris, Griesshammer, Gupta, Gutman, Khilji, Kurtzman, Lewis, Marotta-Walters, McHugh, Mylonas, Orti, Parsons, Perry, Prasad, Rain, Roddis, Sarkar, Schumann, Storberg-Walker, Subaiul, Swaine, Tielsch, Vonortas, Wagner, Wirtz, Yezer, Zara, and Zeman.

Absent: Deans Jeffries and Matthew; Professors Abramowicz, Eleftherianos, Johnson, and Moersen.

CALL TO ORDER

The meeting was called to order at 2:05p.m.

APPROVAL OF THE MINUTES

The minutes of the March 12, 2021, Faculty Senate meeting were approved unanimously without comment.

ACKNOWLEDGMENT OF SENATE FACULTY MEMBERS COMPLETING TERMS

The President recognized the following Senate members who are completing their terms with today's meeting:

- From the Columbian College of Arts & Sciences (CCAS), Ioannis Eleftherianos, Guillermo Orti (who served on the Faculty Senate Executive Committee (FSEC)), David Rain (who chaired the University & Urban Affairs committee), and Francys Subaiul;
- From the GW School of Business (GWSB), Leo Moerson (who chaired the Honors & Academic Convocations committee);
- From the Milken Institute School of Public Health (GWSPH), Melissa Perry;
- From the School of Medicine & Health Sciences (SMHS), Ellen Costello (who served on the FSEC); and
- From the School of Nursing (SON), Mary Jean Schumann.

INTRODUCTION OF RETURNING SENATE MEMBER

The President welcomed Dr. Bob Zeman (SMHS) back to the Senate. Dr. Zeman rejoined the Senate last month, having been elected to the seat previously held by Dr. Rao. Dr. Zeman has also been elected to a new two-year term beginning next month.

RESOLUTION 21/16: Of Appreciation for Professor Steve Charnovitz (Professor Miriam Galston, Vice Chair, Faculty Senate Executive Committee)

Professor Galston read the attached resolution, which was adopted by acclamation, into the record.

UPDATE: School Bylaws Revision Process (Chris Bracey, Vice Provost for Faculty Affairs)

Vice Provost Bracey noted that this brief update is designed to bring closure to the extensive school bylaws revision process that took place following the May 2019 revision of the *Faculty Code*. That revision meant that that school bylaws would need to be updated to be brought into compliance with the revised *Code*. Then-Provost Maltzman and Vice Provost Bracey decided to construct a consulting body—fondly referred to as “the brain trust”—they would engage with in order to work through the details that each set of school rules needed to have to ensure that they were *Code*-compliant. The group included Provost Maltzman, Vice Provost Bracey, Senate Parliamentarian Charnovitz, the chair and co-chair of the Faculty Senate’s Professional Ethics & Academic Freedom committee, the FSEC chair, and the faculty member(s) primarily responsible at the school level for drafting the school’s rules.

Work began in the summer of 2019, and the brain trust was convened whenever a school completed its rules revisions and submitted their draft for consideration and approval by the Provost. This was done throughout the 2019-2020 academic year. As each school’s rules were reviewed and ultimately approved, schools were notified of the approval, and the revised and approved school rules were posted on the Provost Office website. In spring 2020, the pandemic arrived. While many other activities were disrupted, work on these rules alongside the brain trust continued through June 2020, when the last two schools were completed (the School of Engineering and Applied Sciences (SEAS) and SON).

At this point in time, every school’s rules have been reviewed and approved for compliance with the revised *Faculty Code* and have been posted online. Since last summer, several schools have sought additional revisions to their school rules for a variety of reasons, and, although rules are no longer being reviewed for *Code* compliance, Vice Provost Bracey noted that he has retained the practice of convening the brain trust as a consultative body whenever schools submit amendments to their rules for things unrelated to *Code* compliance. He expressed his believe that it is never a bad thing to consult the faculty on these matters.

Vice Provost Bracey concluded his update by noting that the heavy lifting portion of the work—updating each school’s rules to comply with the revised *Faculty Code*—was completed last summer, but, with the pandemic and other distractions, a closure update was never brought back to the

Senate. He expressed his thanks to all those who worked on these revisions and who will continue to work on future revisions as needed.

GENERAL BUSINESS

- I. Nominations for election of new members to Senate standing committees
Professor Borum was nominated for service on the Fiscal Planning & Budgeting Committee; her nomination was approved by unanimous consent.
- II. Election of the 2021-2022 Faculty Senate Executive Committee Chair & Slate
No additional nominations were made from the floor. Professor Wilson's reelection as Chair was approved by unanimous consent. The remainder of the attached slate was then approved by unanimous consent.
- III. Confirmation of the Senate Parliamentarian
Professor Sarah Binder's nomination was approved by unanimous consent.
- IV. Appointment of the Dispute Resolution Committee Chair
Professor Joan Schaffner's reappointment was approved by unanimous consent.
- V. Reports of the Standing Committees
Annual reports from the following committees are attached:
 - Appointments, Salary, & Promotion Policies (ASPP)
 - Educational Policy & Technology (EPT)
 - Libraries
 - Professional Ethics & Academic Freedom (PEAF)
 - Research
 - University & Urban Affairs (UUA)
- VI. Report of the Executive Committee: Professor Arthur Wilson, Chair
Professor Wilson reviewed the attached FSEC report. With regard to the Senate survey on university leadership, Professor Wilson noted that the recent leadership survey has occupied a great deal of the FSEC's time. He summarized the process, noting that the Assembly requested a survey, the results of which have been shared with the faculty. Most recently, a recommending committee has been hard at work synthesizing the survey results into a set of recommendations. He noted that meetings would take place over the upcoming week to discuss the recommendations and to boil them down to something that the Senate can vote on in a special meeting that will hopefully be scheduled shortly for April 23. Professor Wilson thanked the group that worked on drafting the recommendations for their hard work.

As part of his report, Professor Wilson recognized Professor Cordes for a brief comment on FY22 budget development, given faculty concerns about this topic.

Professor Cordes noted that the FY22 budget development process is ongoing. When completed, this process will result in the budget that will be presented for

review and approval by the Board of Trustees at its May meeting. He relayed that, in February, a call went out to all of the units of the university—administrative and academic—to put together a proposed budget for the next fiscal year. This call included what Professor Cordes considered to be a helpful innovation—namely, a zero-based process for the non-compensation budget. When the call was completed and the results tallied, a gap was identified; Professor Cordes noted that he felt “gap” was a more appropriate term than “deficit,” as this result was not a deficit in the literal sense of the term.

He indicated that the best way to describe the gap was that the administration—and implicitly, the Board—had some objectives it wanted to achieve with the FY22 budget. The amounts submitted by the units exceeded the administration’s expense targets. The Provost is in the process of sending a message to the faculty of each school—tailored to the respective schools—explaining the situation. Professor Cordes noted that the \$50 million number that has been discussed as the total gap breaks out into three components: 1) revenue and expenses that are out of alignment in a true “deficit” fashion (\$10 million); 2) targets not achieved for budget contingencies—which, if unused, would move to reserves (\$15 million); and margin (surplus) allocations (\$25 million). This described \$50 million gap has led to faculty concerns about whether the university is in fact in an extended or new fiscal crisis. Professor Cordes compared the current situation as being more akin to a family needing to adjust its spending patterns to meet a savings goal. He noted that, in theory, a \$50 million rollback might not be a cut relative to the FY19 budget, if that is indeed the benchmark fiscal year being used to construct the FY22 budget.

Additional cost containment measures were relayed in communications from the Provost to the schools and include, for example, a compensation constraint limiting total compensation for a school to 56% of a school’s expected revenue. He noted that, historically at GW, revenue and expenses will grow apace for a while and then expenses will grow faster than revenue, resulting in an unsustainable pattern requiring correction. Once the course has been corrected, the pattern eventually repeats, requiring another course correction for expenses.

In the current circumstance, Professor Cordes noted that the requested adjustments are clearly being experienced at the school level as a budget cut. For example, to achieve its fiscal targets, CCAS has placed financial restrictions on travel and is asking units to make fairly sizable cuts in the portion of their expense budgets over which they have some discretion. This is creating consternation.

Provost Blake noted that using FY19 as the baseline for FY22 budget development is not an exact science, but that fiscal year represents the last full “normal” year to use as a “sniff test” for a budget moving out of the pandemic. Both FY20 and FY21 budgets were greatly impacted by the pandemic and would not be good baselines for FY22 development.

Professor Cordes recognized that the university is making a conscious attempt to generate a positive margin, or a surplus. He noted that many will question why a nonprofit would need to run a surplus margin but noted that this is not an unusual

or unreasonable operating decision for a nonprofit to take, as nonprofits should maintain rainy day funds.

VII. Provost's Remarks

- GW [announced](#) yesterday that Dr. Lauren Onkey, a longtime educator, scholar, producer, and museum professional, will serve as the next director of the Corcoran School of the Arts and Design. She has two decades of experience in the arts and cultural studies, ranging from her most recent role as senior director at NPR Music to vice president of education and public programming at the Rock and Roll Hall of Fame and Museum in Cleveland. Dr. Onkey spent 14 years teaching at Ball State University, specializing in popular music studies and postcolonial literature. Her scholarship includes many articles in literary studies, popular music studies, women's studies, and pedagogy. At the Jack, Joseph and Morton Mandel Humanities Center at Cuyahoga Community College in Cleveland, Dr. Onkey led the creation of curriculum and programming, and developed strong community partnerships that provided students with opportunities for experiential learning. She will be a tremendous asset to the Corcoran's students and faculty. The Provost recognized and thanked Kym Rice, who has served as interim director of the Corcoran since 2019. She provided strong and steady leadership for the program's students, faculty, and staff, and she'll remain an adviser to the director.
- Commencement planning continues, including plans for a virtual conferral of degrees. This year's plans will enhance and exceed last year's programming. Students are receiving bi-weekly communications from the commencement planners, and the first shipment of graduation boxes for the Class of 2021 will be sent at the end of April, in time for May 16. The university is also working on special in-person experiences for graduates, including a commencement celebration on the mall when this is safe and permissible.
- Enrollment:
 - i. Throughout the pandemic, monitoring enrollment has been critical. Thanks to GW's amazing faculty and staff, the university has limited enrollment decreases by continuing to provide a high-quality academic experience, along with strategic and personalized outreach to students to ensure registration and retention. This will continue over the next few months as registration for Fall 2021 opens on April 15. The university has also seen strong enrollment for Summer 2021 courses.
 - ii. In the current fall 2021 admissions and enrollment cycle, GW has attracted a large and very strong applicant pool. Applications for the first-year class have increased slightly compared to last year, with more than 27,000 received. Offers of admission have been made to just over 13,000 students.
 - iii. GW's models predict that the university will meet undergraduate enrollment goals set by the Future Enrollment Planning Task Force, continuing to improve the academic profile and build on ongoing work of enrolling an increasingly diverse population of students.
 - iv. Graduate admissions are still ongoing, with many programs admitting and enrolling students on a rolling basis. Application numbers for GW's

graduate programs are strong, with increases in many of the schools compared with last fall.

- v. The EPT committee will meet next week, and Jay Goff will provide them with early student engagement and trend information.

VIII. President's Remarks

- GW [announced](#) this week that Caroline McCombs of Stony Brook has been hired as the new head coach of the women's basketball program. Coach McCombs has demonstrated a commitment to recruiting and developing student-athletes who excel on the court and in the classroom, and I am confident that she will ensure our program thrives at the highest levels.
- University leadership continues to plan to be back in person to the fullest extent possible this fall and recently shared updates about housing and course registration with students. GW is also engaging with its newly admitted undergraduate students throughout this month to help them learn more about GW through virtual "Inside GW" days as well as some limited in-person tours on campus.
- The President noted he has been meeting one-on-one with faculty and is continuing his faculty meetings in each of the schools and colleges. In the past few weeks, he has met with the Graduate School of Education and Human Development (GSEHD), GWSPH, SEAS, and GWSB. He has also been holding student office hours and has enjoyed opportunities for small group discussions with various student leaders, including in the Women's Leadership Program, Posse scholar cohort, and students who manage Program Board events, orientation, and serve as health ambassadors. He noted in particular a poignant meeting with a sophomore who expressed a strong desire to be back on campus this fall, noting that they "can't take this anymore." The President noted that this underscores the sentiment he is hearing from students across the board and the strong need to do all possible to bring students back to campus this fall.
- Events updates:
 - i. Earlier this week, GW held a Race in America lecture series event with CNN's senior political correspondent Abby Phillip.
 - ii. This afternoon was the Planet Forward summit, which included participation from Al Roker, the new EPA administrator Michael Regan, who is an alumnus of our Trachtenberg School, and an interview with President LeBlanc on GW's single-use plastics commitment.
 - iii. This weekend, the President will participate in the School of Nursing's 10th anniversary gala. He noted that he is excited to recognize the contributions of all the faculty, students, alumni, and friends who have contributed to the school's growth and excellence over the past decade. He noted that GW now runs the largest degree completion program in nursing in the entire state of Virginia.
 - iv. Next week, the President noted he is looking forward to GW's annual Research Showcase, the New Venture competition, and more school meetings with College of Professional Studies (CPS) and Elliott School of International Affairs (ESIA) faculty.

- Bicentennial updates:
 - i. GW is continuing its positive momentum during this bicentennial year and recently announced \$12 million in major gifts that will fund student scholarships.
 - ii. The President expressed his hope that faculty are able to attend some of the many bicentennial events the university has been hosting.
 1. Next week, includes an Evening with Trevor Noah as well as an event on public service with GW alumni including Senator Tammy Duckworth, Lt. Gen. Nadja West, and Board of Trustees member and former NAACP Chair Roslyn Brock.
 2. The university also recently released another film in the bicentennial documentary series featuring the public health school's research on the Hurricane Maria death toll. It is aptly called "Fearless Science," and the President encouraged anyone who hasn't seen it to watch it on the [bicentennial website](#).

BRIEF STATEMENTS AND QUESTIONS

Professor Orti spoke on the issue of the FY22 budget and adjustments currently being made to the schools' budgets. Summarizing the attached memo from the CCAS Research Advisory Council to the CCAS Dean, he shared a number of concerns and suggestions, asking how these budget adjustments—or cuts, as they are felt in the schools—are affecting the research enterprise.

Professor Gupta referenced the fact that many universities have announced that they will be requiring or strongly encouraging students to have been vaccinated when they return to campus; he asked what GW is planning in this area. Dean Goldman responded that the university is now beginning to have discussions around the issue of requiring vaccinations. She noted that her professional opinion is that the university should move in that direction; having a vaccinated on-campus population will make an enormous difference in students' health and well-being as well as their ability to have a more typical college residential experience. She added that this would also make classroom management much easier. She added that there are important considerations around faculty and staff (including who will be teleworking vs. working on campus) and that she is also hearing from parents that they would be more comfortable with their students returning to campus if faculty have been vaccinated. She noted that university leadership will be eager to hear from faculty about their feelings on this issue, but she reiterated her feeling that there is a much better chance of achieving a full university experience for students if GW has as many people as possible vaccinated (while making medical exemption accommodations as needed).

President LeBlanc added that the leadership team is engaging in deep discussions about this, and he invited feedback from the faculty on this issue. There are several questions in these discussions—for example, can the university legally require vaccinations if they are approved under the FDA's Emergency Use Authorization designation? He noted that the university can't force people to take the vaccination but can implement on-campus consequences if people choose not to be vaccinated. Schools that are implementing vaccination requirements are doing so because of the unique living and learning context for students in a residential campus environment, which is different from that for faculty and staff. He stated that the issue has unfortunately already become politicized, with

some state legislatures passing laws prohibiting public institutions from requiring vaccinations. University leadership is aware of the need to make an announcement on this in the near future; they have been consulting with Dean Goldman, who has in turn been consulting with her colleagues, and everyone is doing their best to ensure that decisions are guided by science. He noted that any decision made in this area will be controversial to someone and that the university wants to make the best decision possible for the GW community so that people can safely return to campus in the fall.

Professor Gupta asked if the newer guideline around physical distancing (3 feet as opposed to the previous 6-foot guidance) would be implemented on campus. Dean Goldman responded that distancing guidelines are a moving target. The CDC has already changed the recommendation for physical distancing for younger students, permitting the 3-foot distancing, and she expected that there will be some consideration of adjusting distancing guidelines in situations when everyone has been vaccinated. Changing guidelines will impact classroom management and how many students can be accommodated in a classroom space. Dean Goldman also noted that, already, vaccinations have changed requirements around quarantining for travel and COVID-19 exposures in the District. Relief on these requirements represent the beginning of the changes that will occur as a result of people being vaccinated. Science continues to follow and document the effectiveness of the vaccinations the longer they have been in use, and it remains to be seen how long vaccines will remain effective and whether boosters will be required.

Professor Costello noted that information about classroom space availability and occupancy is an immediate need as schools begin to plan for students on campus and the scheduling challenges involved with shifting spacing guidelines. She noted that health sciences students are currently in the surveillance system, and, as the travel waiver in the system currently stands, travel is permitted up to 90 days post-vaccination; this clearly needs to be updated. She asked what information programs might receive from Colonial Health or another entity about the vaccination status of a student cohort (for example, that 90% of a given cohort has been vaccinated). Dean Goldman responded that Colonial Health will definitely be involved with the determination of which vaccine was given when and the likelihood of continued immunity based on that information. The COVID-19 vaccination will be on the same form as other vaccinations required by the university. She added that, due to privacy issues, the university is not going to identify those in the GW community with medical exemptions for vaccinations. However, she added, the point isn't that everyone is immune but that enough people will be immune such that transmission is virtually eliminated in the community. For updates to the testing/tracing system at GW, she noted that revisions to policies would be made as the relevant dominoes fall: a study is published, the CDC changes its guidelines, the DC Health Department changes its guidelines, and then the university can adjust its procedures. The university is preparing for these adjustments but does not want to move ahead of the DC government in procedural changes.

Professor Cohen-Cole asked two questions:

1. Who is in charge of coordinating GW's fall opening (e.g., scheduling, managing physical distancing requirements, HVAC issues)?
2. With changing CDC guidelines for travel, when will the university permit and fund travel this year?

Dean Goldman noted that various people across campus are involved with the determination of the safety of buildings and classrooms. Safety & Security as well as Facilities are heavily involved with these efforts, which then feed into the process of making classrooms available for course scheduling

(where the Provost's office is heavily involved). She noted that a public health team from GWSPH and occupational health personnel from the Medical Faculty Associates (MFA) are also providing support. She reiterated that this is very much a team effort that does not have one "czar" but added that Scott Burnotes of Safety & Security has a tremendous role in that his staff is reviewing spaces for air exchange quality, which is a key initial step for any further space usage.

President LeBlanc added that a small leadership group (President LeBlanc, Provost Blake, Chief Financial Officer Diaz, Mr. Burnotes, and Dean Goldman) meets regularly and that all planning processes are funneled through that committee; this then feeds the final decisions made.

Provost Blake responded Professor Cohen-Cole's second question, noting that the university moved last fall from a complete ban on travel to permitting some travel under an exception policy. He noted that leadership has consulted with its international travel representatives as well as its global engagement staff on whether the university can move away from case-by-case exceptions to a more lenient policy. Currently, they recommend continuing with the exception policy now in place while also recommending working with the deans to try and increase the fidelity of the exception policy to better customize it for certain groups. The policy will be reevaluated on an ongoing basis.

Professor Griesshammer returned to the issue of FY22 budget development in the context of research, noting that cuts being discussed in the schools now have a vivid impact on the budgets of research groups. In the schools, he noted, budgets are as much personnel driven as they are on the university level. He estimated that 10-20% of the budget is fungible, while the balance is already committed to personnel and student support (such as stipends). He noted that cuts currently being discussed do represent a fiscal crisis at the level of each individual research group (though perhaps not at the university level) because schools can only respond to requests for budget adjustments by making cuts to research funding. This can be done in two ways: either by cutting the schools' own internal ways of funding research (for example, facilitating funds in CCAS) and/or through freezing individual researchers' Research Enhancement Incentive Awards (REIA). These are funds that researchers with federal funding receive from the university because the university makes specific commitments in agreements with federal agencies to provide certain assets to researchers (e.g., computers to post-docs and "perishable goods" like chemicals and travel) in order to charge overhead rates (IDC) on research. He noted that researchers now seem to be required to budget REIA funds more than a year in advance to map out what will be needed from these funds through the end of FY2022. This, he stated, is not a reasonable expectation of researchers who are trying to ramp up after a pandemic period of lower research productivity and who use their REIA funds to cover less predictable expenses. He added that this is especially bad for the humanities, where there is less federal funding available generally, resulting in research funds being required for critical research travel. At a time when other universities are ramping their research efforts back up, he noted that GW seems to be doing the opposite, placing restrictions on the use of REIA and other university research funds. This may seem to work from a fiscal standpoint but makes no sense from the perspective of an educational institution that prides itself on its research. He asked the President, who is at the intersection of the university's academic and fiscal responsibilities, whether GW is a university that puts research and education first or one where money dominates how faculty conduct research.

The President responded that GW is a university that puts research and teaching first. Professor Griesshammer asked how this response squares with REIA funds being frozen and research support in several schools being cut. He asked whether there will there be a round of University Facilitating

Fund awards this year. President LeBlanc responded that the Provost is working daily with the deans on this process and invited him to respond. Provost Blake thanked Professor Griesshammer for his questions and concerns. He noted that, coming out of an atypical budget cycle, it is important that he take a good inventory of where investments are being made for the coming year, but he added that these are temporary actions and that he does not want to have to go through each budget element line by line. He added that he has asked the deans to clearly articulate where they think things are breaking as opposed to bending so these areas can be mitigated before the budget cycle closes. Professor Griesshammer commented that universities across the country are opening up and restarting research efforts and that half a year's lag time makes a huge difference in this climate. He expressed frustration that the university is asking faculty for REIA and other research fund usage projections for the entirety of the next fiscal year, which is not the short term. The Provost responded that this request is designed to understand the flow of resources for the coming year. Professor Griesshammer noted that the Provost has just indicated that the temporary measures actually extend over the whole next budget year, until 15 months from today. He asked whether this means that there is no commitment to keeping existing funding as flexible as it was prior to the pandemic. The Provost responded that he is prioritizing research and that much of what has been reported today conflicts with what he has seen in the process to date but that he looks forward to reviewing all the numbers and looking at particular areas of stress with the deans. Professor Griesshammer strongly recommended that the Provost talk with faculty on the ground about cuts that are being discussed in the schools. The Provost responded that the memo Professor Orti shared today is extremely insightful and that he will engage in these conversations.

Professor Yezer noted that the issue of physical distancing on campus goes beyond the classroom itself to the hallways and elevators used between classes and the challenge that these crowded areas may pose to distancing requirements. On another topic, he asked about the possibility of in-person hooding ceremonies this spring, noting that there are now two years' worth of doctoral candidates in which faculty would like to participate. He asked that, if this is going to happen, it be announced as soon as possible, as many faculty who are now vaccinated are beginning to make travel plans to visit family. Provost Blake responded that the university is planning some smaller in-person celebrations in May timeframe and that he would work to get information on this out as soon as possible.

Professor Wagner requested an update on the diversity audit. Provost Blake responded that he is working with ASPP to develop the Request for Proposals (RFP) that will be sent to five consulting firms. The original RFPs created a scope of investigation in five areas: 1) representation of students, faculty, and staff by discipline and level; 2) university policies and procedures; 3) how GW uses its facilities to create safe spaces for students in different backgrounds; 4) whether current programming and curricula are appropriate for diversity, equity, and inclusion (DEI); and 5) an assessment of the university's social justice activity in the DC area. Through the RFP development process, the university has learned that the firms also want to see the university's 2-3 aspirations for the coming year as part of the proposal. His office is now working with ASPP and DEI campus leaders to develop this piece of the RFP, including metrics, and the five firms are ready to send proposals once the RFP is received. He noted that he initially thought late spring or early summer would be the timeline for the report, but this will shift depending on the timing of the proposals. He added that the recommendations will be broad and will include interaction with the university community before decisions are made about how to proceed.

Professor Sarkar spoke in his capacity as co-chair of the Research committee, noting that the committee feels the university has lost focus on the research enterprise due to the current lack of

university-level leadership in research. Understanding that a national search for such a leader is underway, he noted that this is a crisis point and that the university is slipping in research. He referenced the Research committee's annual report, which states that the Research committee is strongly engaged with and interested in the hiring process for a new university-level research leader but is critically concerned about the lack of research leadership through the current crisis. GW's research infrastructure has suffered losses, and the committee feels that the research enterprise urgently needs interim leadership while the search is underway. Provost Blake appreciated Professor Sarkar's comments, noting that he is also very eager to have this leadership in place. He indicated that he would be looking at interim leadership in the short term.

Professor Tielsch noted that, with regard to the FY22 budget development processes for the schools, there is great concern on the part of more than one school around whether or not there is relative equity across the margin demands in the budget processes. He asked the administration to commit to being transparent and sharing each of the school's budgets—and what their expected margins are relative to the total budget—with the Senate. Provost Blake agreed to do so, noting that, at present, these numbers are moving targets as the budget submissions are still being revised. He noted that the first round with the schools involved allocating increases relative to the FY21 budget; he then went back and made some subjective changes that favored research and enrollment. This favored schools that had either a normal or an exceptional year during the pandemic. He stated that he would work with Jared Abramson and the Budget Office to provide the best snapshot possible for the Senate.

Professor Roddis posed several questions to the Provost: When shared services were put in place, the faculty (at least in SEAS) were assured that the quality of service would continue. In SEAS, the computing services and the research services are profoundly degraded as can be quantified by response times. She asked whether the faculty are due some report now or as soon as possible about the functioning of these services. She also asked whether the administrative position is that this quality tracking and reporting has been off-loaded to the Senate committees as an unfunded mandate, and she asked what resources have been allocated to monitoring the quality of these shared services. Further, she asked whether quality monitoring hasn't been/isn't a normal part of operations. Finally, she asked what is being done about fixing these serious service problems.

Provost Blake responded that, late in the fall, he engaged in discussions about putting together a committee to monitor shared services in multiple spaces¹. He noted that the conversations suggested that this monitoring activity shouldn't be done centrally but rather within the Senate committee structure. He agreed that this represents an unfunded mandate but noted that he is open to allocating resources to this work.

Professor Cohen-Cole asked the Provost why, in the budget development work being done now, compensation is constrained to 56%; he asked who chose this number and why, even if a set number is put in place, the administration would tie the deans' hands in this way. He noted that a top-down mandate like this would logically create problems with recruiting and retaining deans. He also asked what the "subjective changes" the Provost mentioned making to the schools' budgets (in his response to Professor Tielsch) means and how this is done.

¹ Following the meeting, Provost Blake clarified that these discussions were held with Faculty Senate standing committees.

Professor Cohen-Cole noted that, between FY19 and FY22, the university has implemented three tuition increases and has eliminated fixed tuition. Referencing a letter to ESIA faculty from the Provost which stated that FY22 revenues are down by \$6 million, he asked what is driving this observation. He suggested that it is inappropriate to use the present tense to reference future revenues, given the delta between budget projections last year based on a fully online year and the actual budget results for the year under that circumstance. Further, he asked how badly admissions decisions about financial aid packages were impacted by centrally modeled assumptions of the university's financial picture if GW moved completely online. Specifically, he wondered if the university might have enrolled more students by offering more financial aid, questioning whether this aid wasn't offered because admissions was constrained by a model suggestion GW would run a \$300 million deficit. He asked how much the student experience was harmed by this modeling (e.g., how many advisors and research administrators were laid off).

Noting that, since at least October, the Fiscal Planning & Budgeting committee has been asking for modeling to review the assumptions made by the central finance office, Professor Cohen-Cole also asked Professor Cordes whether Mr. Abramson ever provided the variance analysis promised in Fiscal Planning and Budgeting meetings since last fall.

Finally, Professor Cohen-Cole asked the President whether, given the failures of last year (the delta between a \$300 million deficit and where the university actually ended up), he still has confidence in the university's finance team. He asked whether faculty should expect that budgets will be adjusted on an ongoing basis and how confident the President is in the budgets for the coming year. Finally, he noted that, as reported in the *Chronicle of Higher Education* today, Johns Hopkins University benefitted from a forensic audit that cost only \$5000 and resulted in the correction of errors being made in the central budget office. He asked whether the administration would allocate this amount to the Fiscal Planning & Budgeting committee in order to hire a forensic auditor and would direct the Chief Financial Officer to provide all requested information to the auditor.

Provost Blake noted that the 56% compensation number is equivalent to FY19 and the previous few years. He noted that operations won't return to full speed in non-compensation expenses this year, and those funds therefore won't be allocated in those non-compensation areas for FY22. He noted that the natural tendency would then be to balance the budget by hiring, but this would result in the budget being locked into higher compensation and, as a result, not able to return to full operational non-compensation levels. With regard to subjective changes, he noted that these adjustments can't be entirely formulaic as that is not fair to the units on a variety of measures (including schools that saw greatly increased enrollments last year). This has been detailed work at the school level, and he reiterated that he is asking deans to relate to him what is broken—as opposed to merely bent—and then allocate support to those areas temporarily with a view to FY23 being a more “normal” budget year.

President LeBlanc noted that he has great confidence in GW's finance team and that they have been remarkably accurate in their projections. He noted that the team never made assumptions based on a \$300 million loss. He recalled for the Senate that, at the very beginning of the pandemic, the university was looking at three broad scenarios that ranged from \$100-300 million shortfalls as rough estimates based on in-person, hybrid, and virtual options. However, the finance team constantly revised those scenarios with updated information and never worked from a model expecting a \$300 million loss. By the time real mitigation steps were being taken, the estimate was \$180 million, and the actual shortfall came in remarkably close to that number.

Regarding the fixed tuition policy, the President noted that this policy was changed in June but didn't apply to then-incoming first-year students who had applied to GW under that policy. He noted that the actual financial impact of the fixed tuition policy change will only begin to be realized this year, and then on one class at a time. Regarding the request for a financial audit, he noted that requests for a forensic audit and the resources to conduct it should be made through the Provost's budget request process.

Professor Wilson noted that the *Washington Post* recently ran an article about universities implementing test-optional policies which noted that many schools are seeing more applications and higher numbers from underrepresented minority (URM) groups. He asked why GW's URM target is lower than so many of peers and whether it should be increased. Provost Blake responded that the target ranges set are based on the potential of GW's historical targets and were set by the Future Enrollment Planning Task Force. Vice Provost Goff stated that GW plans to examine and revisit this but that the current goal is to hit an all-time high and see how far these numbers can be pushed. He added that percentages can be deceiving, noting that GW is one of the larger private universities and may have much higher actual numbers than other schools even while the percentage is lower. He noted that he continues to look at this and work toward higher URM numbers at GW.

Professor Wilson asked why the university needs an outside diversity audit, suggesting that an internal review could be very competently run by Vice Provost Laguerre-Brown. Provost Blake responded that the audit will look at university-wide DEI concerns, including work managed by Vice Provost Laguerre-Brown. He added that an external auditor can provide insights on industry best practices and benchmarks and will likely be harder on the GW than the university would be on itself. President LeBlanc reminded the group that, during initial conversations about conducting this audit, at least three areas were identified in which the university already knew it needed improvement: faculty diversity, financial aid policies, and policing and community relations. He noted that GW is not waiting for the results of the audit to begin work in these areas. The audit will look comprehensively at the whole institution.

Professor Storberg-Walker noted her agreement with many of the comments of her colleagues regarding reduced resources as well as her significant concerns about GW's ability to add value—in terms of generating new knowledge, policy, and practice impact, and of attracting and retaining the best and brightest researchers and scholars. There are real social, political, environmental, and economic challenges facing the full community that are transdisciplinary in scope, and these are critical elements of equity and justice. She asked about the Provost's Task Force on Environmental, Social and Governance (ESG) Responsibility. A U.N. report found that the current global response is insufficient and that over 1,000,000 species are threatened with extinction. While she applauds the commitment to completely divest from all public and private securities of companies that focus on the extraction of fossil fuels by 2025, she expressed concern about the lack of movement regarding substantially investing in research and teaching regarding this global grand challenge. The Provost's Task Force affirmed the support of research and teaching to address this, specifically: "Commit to developing a prominent transdisciplinary academic home, such as a Sustainability Institute, which brings together and elevates our research, undergraduate and graduate degrees and innovative courses for students, faculty, and staff." She noted that she hasn't seen any movement to develop a Sustainability Institute and asked what the university's intentions are on this vital component of the task force recommendations.

Provost Blake responded that, following the report, a group of researchers on sustainability across campus was convened to talk about the best embodiment of the task force's recommendations; they made recommendations for a structure for these efforts. He also noted that in his queue for review is a request from Professor Orttung to charter a Sustainability Institute. The request includes the principal investigators across campus who were involved with the group providing suggestions on how best to implement the task force's recommendations. He stated that a sustainability institute at GW is highly desirable, and the current review will ensure that it is constituted in a way that is representative of GW's mission.

Professor Cordes agreed with Professor Tielsch about the need for more transparency around the schools' budgets and margins and noted that he is currently drafting a request for this information (including suggestions made by Professor Yezer and for review by the Fiscal Planning & Budgeting committee) to be sent to the Provost and Chief Financial Officer. In response to Professor Cohen-Cole's question, he noted that this will include a renewed request for data on variances. He noted that current budget adjustments are not driven by a need to stabilize university finances in the way other universities reportedly need to while emerging from the pandemic. He reiterated his point that it is not unreasonable to achieve a certain surplus margin as a nonprofit, but there is a question about how to balance this desire for a margin surplus with the need to engage in mission critical work such as research.

Professor Cordes noted that he was gratified by the Provost's letter to ESIA faculty encouraging conversations between the faculty and the dean on the impacts and tradeoffs of proposed budget adjustments. He suggested that the Fiscal Planning & Budgeting committee more fully take up the issue of the extent to which the schools' hands are tied with regard to their use of their reserves. As a technician, he noted, he understands why this limitation is in place, as fungibility is always a challenge when budgeting. At the same time, he noted that reserves include many different types of funds (e.g., REIA funds, R funds from unrestricted gifts), and it is not yet clear to what extent faculty will be restricted in their ability to use these funds; this is a serious issue. He also asked how nervous the university is about meeting its enrollment targets for FY22. He noted that a FY22 budget development update and discussion is expected to be front and center at the May Senate meeting and that Senate members should send questions to him that they wish to have addressed in this update.

Professor Griesshammer noted that the President is the ultimate arbiter between education/research and fiscal demands at the university and is also the ultimate conduit to the Board of Trustees. He wondered whether the President has had discussions with the Board about the budget and about what kind of catastrophic event would allow the Board to, in good conscience, think about activating reserves or endowment funds in an extremely limited manner.

President LeBlanc responded that an important part of these conversations has to involve clarity on where the stress points are; this, he noted, is where the administration counts on the deans for information. He did not want anyone to come away thinking that this is a top-down process in which the deans are helpless recipients of demands from the administration. He noted that the Provost is spending a great deal of time in meetings with the deans. In those meetings, the Provost shares an outline of what the university is trying to accomplish (budget-wise) with the deans so that the deans can engage in meaningful exchanges about issues such as where the main stress points are in their financial operations. He noted that the budget discussions are ongoing and that what he and the Provost are hearing today is that research is a major stress point. He noted that he understands

the importance of these funding mechanisms and that he and the Provost will follow up on this (adding that the Provost will closely review the memo Professor Orti shared today). He expressed his hope that faculty are having these same conversations with the deans so that they can accurately communicate and emphasize the schools' stress points through the budget process. He confirmed that he takes research very seriously as part of GW's mission, and he noted that he is taking from today's discussion the faculty's deep concern about this point. In the end, a budget needs to be collectively brought together that can be presented to the Senate and to the Board for its approval.

Professor Wilson noted that several excellent points have been raised on numerous issues, including budget development and transparency, research support, diversity in admissions, and shared services evaluation. He encouraged all those who feel strongly about these matters to join Senate committees to help support the important work being done across all these areas.

Professor Cordes noted that the deans do play a role in the budget development process but that he has the impression that they feel their hands have been tied. Professor Wilson asked why CFO Diaz can't simply tell the Fiscal Planning & Budgeting committee what budgets have been proposed and what changes have been requested from the schools. Professor Cordes noted that the email he is drafting now from his committee will request this information. He noted that the committee faces a serious challenge around getting a complete picture of budgetary matters without knowing what is happening at the school level. The committee can only do so much with aggregate data and would like to be able to work with data at the school level.

Professor Galston noted that the reported \$15 million for contingencies and \$25 million for reserves are huge sums when translated into cuts or slowed-down restoration of operational funding. With regard to reserves, she recalled that, several years ago, when law school enrollments were dramatically down nationally, the Law School experienced a deficit of \$7 million and asked the Board to release some of the school's reserves in addition to a tightening of expense budgets. The Board denied the request on the basis that these reserves were for a serious rainy day and that the current circumstance wasn't serious enough. From that experience, she noted, some Law School faculty, at least, believe that high reserve levels are how the CFO keeps its Moody's and S&P ratings high. She acknowledged that this may not be a fair perception, but it seemed to be the case. She asked whether other schools been able to access reserves and, if so, for what. If schools are not able to make prudent use of their reserves as they see fit, the work they have done to accrue them does not actually benefit their operations.

Professor Cordes noted that, in the current process, the schools have been told to reduce non-compensation expenses (e.g., travel, supplies, events—items traditionally budgeted to C funds). Schools then asked if they could use their R funds to defray some of those expenses; these requests were at least initially denied on the basis that the use of R funds for this purpose would simply cancel out the cuts being made to C funds. He stated that, technically, he understands why an institution would want to limit the ability to move budget authority around and that it is prudent financial behavior to maintain reserves for bond ratings and other competitive measures. However, he noted, reserves then become, in essence, untouchable and not usable for anything beyond the sake of having reserves at a certain level.

Professor Parsons added that reserves were historically the schools' to spend within their departments/units in the way they felt was most appropriate to the unit's well-being. The Law School event came in a financial crisis, with the catastrophic failure of fundraising for the Science

and Engineering Hall, and the Economics department was similarly restricted. The loss of that control represented an enormous change. Professor Cordes noted that reserve funds have traditionally been used within their units for specific, targeted purposes. He recalled that the previous Executive Vice President & Treasurer periodically announced financial crises at the university, requiring the schools to return funding to the central administration, and Professor Cordes noted that Professor Yezer's analyses revealed that the true purpose of returning funds was to build up university reserves. He expressed his concern that the administration is locking up the ability of individual units to set aside funds for investment in the future and for special initiatives at the unit level.

Professor Yezer noted that the university is much better managed now than it was under the previous financial leadership. He noted that, historically, a school with a great idea or a special need on an idiosyncratic basis would be permitted to tap their reserves for that purpose. The difficulty with reserves, however, occurs when a whole institution is in crisis, and reliance on the reserves would more strongly impact the overall reserve strength and, subsequently, the institution's ratings.

Professor Cohen-Cole wondered whether, in the May meeting, information might be provided directly from the deans in order to obtain a more complete picture of the current process. He also wondered whether the 56% compensation constraint might actually be the breaking point for some schools that the Provost has stated he wants to avoid. He noted that different schools have different requirements—for example, one school might have large material and building costs, and another might be more heavily invested in personnel, making a static compensation constraint a more serious issue. Professor Cordes responded that his committee would talk about how it wanted to prepare for an update at the May Senate meeting. He returned to the contingency budgeting issue, reiterating that he doesn't have a problem with it as a concept. In a behavioral economics framework, it involves getting a unit to mentally treat as an expense item—and budget for—money that the unit will not touch. There is currently confusion around whether unspent contingency funds would be returned to a unit's reserves or to central reserves, and Professor Cordes stated he would like to gain clarity on this.

Professor Griesshammer stated that the faculty should again find its natural place—focused on teaching and conducting research—leaving the budget work to the professionals in that area. He noted that this requires trust that the university is doing the right thing with regard to the budget, and he expressed his sense that this trust has evaporated under the current budget process.

ADJOURNMENT

The meeting was adjourned at 4:24pm.



Faculty Senate

A RESOLUTION OF APPRECIATION FOR PROFESSOR STEVE CHARNOVITZ (21/16)

WHEREAS, Professor Steve Charnovitz has served with great distinction as Parliamentarian of the Faculty Senate of The George Washington University; and

WHEREAS, Professor Charnovitz has served continuously for thirteen years as Parliamentarian of the Faculty Senate and is the longest-serving Parliamentarian of the Faculty Senate to date;

WHEREAS, as Parliamentarian, Professor Charnovitz has displayed dedication and skill in advising two successive Presidents of the University;

WHEREAS, as Parliamentarian, Professor Charnovitz has been unstinting in giving his time during the COVID-19 pandemic to attending and guiding an unprecedented number of meetings of the Faculty Senate and the Faculty Senate Executive Committee, some of which lasted four or five hours, and on numerous additional occasions between scheduled meetings; and

WHEREAS, Professor Charnovitz has always made himself available to provide expert advice despite the time-consuming nature of his academic life, where he is an internationally recognized expert in the areas of international law, international trade, and the international dimensions of climate change and sustainability, and where he writes extensively and serves on the editorial boards of prestigious journals; and

WHEREAS, Professor Charnovitz has won the highest level of respect and gratitude from his colleagues, administrators, and the members of the School of Medicine and Health Sciences, where he also serves as parliamentarian with great distinction;

NOW, THEREFORE, BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY THAT THE FOLLOWING STATEMENT OF APPRECIATION BE ISSUED:

In recognition of his tireless efforts on behalf of and his outstanding contribution to The George Washington University and its faculty as parliamentarian, colleague, and friend,

THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY HEREBY EXPRESSES ITS DEEPEST APPRECIATION AND GRATITUDE TO PROFESSOR STEVE CHARNOVITZ FOR HIS DISTINGUISHED SERVICE.

Adopted by Acclamation
April 9, 2021

Thomas J. LeBlanc
President



Faculty Senate

April 9, 2021

Nominees for Approval by the Faculty Senate

2021-2022 Faculty Senate Executive Committee

CCAS: Harald Griesshammer

ESIA: Hugh Agnew

GSEHD: Shaista Khilji

GWSB: Art Wilson, Chair

GWSPH: Jim Tielsch

LAW: Miriam Galston

SEAS: Kim Roddis

SMHS: Robert Zeman

SON: Ellen Kurtzman

2021-2022 Faculty Senate Parliamentarian

Sarah Binder, CCAS

2021-2022 Dispute Resolution Committee Chair

Joan Schaffner, Law School



Report of the Faculty Senate Executive Committee (FSEC)
April 9, 2021
Arthur Wilson, Chair

Faculty Senate-Led Survey on University Leadership

The survey team, with assistance from faculty experts, has analyzed the qualitative data obtained by the survey, which comprises more than 120 pages of comments. The team plans to release a report on the qualitative components of the data imminently.

A Survey Recommendations Committee has been working with the survey results to draft recommendations to bring to the Senate for its approval. A special Senate meeting will be announced for later this month at which the Senate may vote on a formal resolution, which will emanate from the FSEC, containing these recommendations. A special FSEC meeting will be held on April 16 in advance of the special Senate meeting, which will be announced soon.

The FSEC extends its thanks to those serving on the Survey Recommendations Committee:

Michael Abramowicz (LAW)
Sarah Baird (PUBLIC HEALTH)
Joe Cordes (CCAS/ELLIOT)
Charles Garris (SEAS)
Eric Grynawiski (CCAS/ELLIOT)
Murli Gupta (CCAS)
Jeff Guttman (LAW)
Kurt Johnson (SMHS)
Jannet Lewis (SMHS)
Donald Parsons (CCAS - filling in for GWSB)
Katrin Schultheiss.(CCAS)
Mary Schumann (NURSING)
Julia Storberg-Walker (GSLED)

Budget

There has been increasing concern among some faculty members about the FY22 budget process as described by the administration thus far—specifically, whether requested modifications to budget proposals from the schools represent new cuts or simply a slower restoration of previous temporary mitigation efforts as the university transitions back toward full in-person operations.

As Executive Vice President & Chief Financial Officer Mark Diaz is unable to attend today's Senate meeting, the Senate office will work on scheduling a more formal joint update from Mr. Diaz and Professor Cordes for the May Senate meeting, at which point a full question-and-answer session may

take place. Senate members are encouraged to send specific questions ahead of the May meeting to Professor Cordes so that the update can be as comprehensive as possible.

I would like to take just a few minutes out of my update today to recognize Professor Cordes for a brief update on this process and what has been learned since the Senate's March meeting. I will continue the Executive Committee report following Professor Cordes's remarks.

Standing Committees

The annual call for volunteers for Senate committee service has concluded, and the Senate office is now working through the volunteer response in advance of bringing draft rosters to the joint FSEC meeting at the end of April.

Personnel Actions

The grievance in the School of Medicine and Health Sciences involving two faculty members has been resolved through mediation.

Calendar

The next scheduled meeting of the Faculty Senate Executive Committee is April 30, 2021; this is the annual joint meeting of the outgoing and incoming FSEC membership. All agenda items to be considered by the FSEC for the May 7 Faculty Senate agenda should be submitted to Liz as soon as possible and not later than April 23.

To: Dean Paul Wahlbeck, Columbian College of Arts & Sciences

From: CCAS Research Advisory Council

Date: April 2nd, 2021

Dear Dean Wahbeck,

As an elected standing committee, we feel it our responsibility to share with you the concerns of the faculty and our committee about the potential long-term impacts of the proposed budget reductions for FY 2022. We would also like to offer our support and ideas as a committee for ways to mitigate the impact of the continued and increasingly severe cuts to college-level research support. It is our understanding that the level of reductions requested to the proposed college budget make it impossible to resume intramural competitions such as the Columbian College Facilitation Fund, Dean's Research Chair, and Nick-of-Time awards. They have additionally resulted in the removal of all travel support, including online conference registration funds, from all faculty other than tenure track assistant professors.

These increasing cuts, at a time when the university is targeting an open campus in Fall 2022, are having a devastating impact on morale after an already very difficult year. We are concerned that some of our most gifted faculty may transition to other universities which have protected and prioritized research infrastructure and resources during their mitigation efforts. An additional year of increased mitigation, with no support for conference participation for the vast majority of the faculty, and no ability to perform field research or visit archives, will not only severely inhibit research productivity, and hurt GW's reputation and ranking in that year, but also for many years to come. It is our concerted opinion that we will lose far more in productivity and reputation, which ultimately translates to student tuition dollars and research income, than we will save in employing such severe austerity measures.

We are particularly concerned for those in disciplines where external funding is exceedingly sparse and very small in scale: the Arts and Humanities. Professors in those disciplines are now facing the choice as to whether to meet continuing research costs (archive visits, subvention fees, conference participation, recording fees etc.) from their own personal funds, or face severe detriment to their research progress. This is particularly damaging to faculty with less privileged circumstances, or those facing increased personal costs due to COVID-19. Thus the cuts, while levied equally, may have disparate and disproportionate impact on faculty of color and women faculty, particularly those with children.

We wish to offer some suggestions as to how the impact of these severe restrictions can be assuaged:

- Some faculty may have special reasons to travel in FY22: a recently published book which needs to be presented at a major disciplinary conference; a field work opportunity that is only available at specific times in a multi-year period etc. For these faculty, the

travel restrictions in this fiscal year will have a severe impact over several years to come. Setting aside a modest pot of competitive funding for those in such circumstances could alleviate the most severely impacted faculty. As a committee, we would be willing to invest our time and effort to review such applications on the basis of merit and need to assist in the process.

- Currently, the faculty code only allows deferral of sabbatical without loss of eligibility for university service needs. If this could be extended to allow those whose research is impacted by COVID to defer their sabbatical until e.g. travel is possible to the region they need to visit, or they have had sufficient financial support to visit archives etc. to gather preliminary data in order to make a strong proposal to external funders to provide sabbatical support, it would provide a measure of relief. Under the current system, those faculty would be forced to take an under-productive / under-funded sabbatical and begin accruing eligibility for the next, or delay their activities, pushing their next sabbatical several extra years down the line.
- Allow “no cost” teaching releases where possible, where faculty leave can be covered by their department without the hiring of a TPT to replace them. This could follow a DRC-model with no additional research funding, simply course release.
- As COVID-19 will now result in a two-year lapse in many aspects of research support and ability, provide a 2-year extension on the tenure clock instead of one, as our peer institutions are doing.
- Increase the frequency of sabbatical leaves to allow faculty to “catch up” from COVID-19 detriments. This was already standard practise at peer and aspirational peer institutions such as Northwestern, Wesleyan, Rice, Brown, UPenn and Rutgers.
- Should funding become available again for the FY23, provide a mechanism by which travel and other expenses are possible starting in early summer (ie before the usual July 1st fiscal year date) (ie. those awarded a CCFR could travel in May or June, rather than waiting until July). Such pre-award spending is allowable and normal on federal research grants.
- Allow research expenses accrued in FY22 to be eligible for reimbursement in FY23.
- Look at peer institutions to see if they have developed innovative strategies for support through the fiscal crisis from which we could learn. We are prepared to assist with such research, and could meet with you to discuss which areas you would find most useful.
- In addition to the suggestions above, we find ourselves asking many questions which we think likely to reflect the concerns of our colleagues. We offer a summary of them below as we believe it would be useful to directly address these concerns in policies or direct communication from college or university leadership, as appropriate.

Outstanding Questions:

- How will the years without conference funding be accounted for in promotion / contract renewal reviews - contract faculty are particularly anxious about renewal reviews, which have not changed cadence, due to COVID-19?
- Are faculty expected to use their own funds to promote their research via registration for remote conferences, or traveling to collect data using their own funds?

- How will both the short- and long-term negative impacts on faculty research be accounted for/addressed in assessment of merit raises?
- Given that some fields especially need to travel to actually perform their research (anthropology, biology, history, field sciences, foreign literature, English, international affairs), what special consideration will be given to people in these fields in the upcoming years?
- While GWU provides continuing support for some aspects of some forms of research, even in this current environment, but is zeroing out the research funds for others, how will the university and college in future years give compensation to those fields that this year are getting especially and unequally impacted?
- Are peer institutions drawing back research funding?
- Are the current actions in conflict with Senate Resolution 21/10, resolving clauses 4, 7, and 8, which call for existing proposals and awards to be allowed to continue, and that the university benchmark itself against peers and aspirational institutions and suggest mechanisms for doing so? <https://cpb-us-e1.wpmucdn.com/blogs.gwu.edu/dist/0/196/files/2020/08/SR-21-10-adopted-final.pdf>
- GWU has fallen in federal research expenditures in the last couple of years relative to peers and national rankings, HERD rankings as of FY2019 fell to 86th from 80th in FY 2018. This slide in rankings occurred because in that year while GWU's federal research expenditures were essentially flat, others increased their research spending. Therefore question: We should already know what GWU's research expenditures were for FY 20, even if we don't know about the competition. Did we increase our expenditures last year? If not, how far do we expect our research ranking to slide in FY20? We are now thinking about FY22, if we pull back on all research funding, will we further accelerate the slide in our rankings that already began even before Covid started?

In conclusion, we are grateful for the college's outreach to departments and working with chairs to try to tailor the cuts to ameliorate their impact. However, the extent of the budget reductions now being required will result in unavoidable and severe detriment to GW's research productivity and reputation in a way that sets back progress from years of collaborative efforts of faculty and administrators, such as the Research Ecosystem Review. We are writing to you in that spirit, to record our deep consternation and concern about the situation, and to offer our suggestions and partnership in seeking to alleviate the impact of the required budget reduction.



FACULTY SENATE COMMITTEE ON APPOINTMENTS, SALARIES AND PROMOTION POLICIES (Including Fringe Benefits) (ASPP)

Annual Report (2020-2021)

The ASPP committee was very busy this year, including the summer months of 2020. We met 8 times during May 2020- March 2021 period, and attended meetings of several other committees as needed. We worked on the following issues, on some of which we had reported in our interim report in December 2020:

Working with administration on matters affecting the faculty: In May 2020, when GW was considering whether to go face-to-face in the fall, Vice Provost Bracey asked for our feedback on advice on a proposed document. The initial administration position was that faculty may need to request a waiver from teaching face-to-face (F2F) in the fall semester if either they or the members of their households were immunocompromised and thus needed to teach their courses remotely. There was a quick review process where the faculty could submit a request to provost's office without disclosing any medical information and the turnaround was expected to be quick. We urged the administration to be more inclusive and mindful of faculty who didn't wish to divulge their personal situations and also didn't wish to get infected with COVID-19 while teaching F2F in the fall semester. This document was subsequently released by the Provost's office on June 5, 2020. This issue became moot when the decision was announced to go to remote instruction in the fall, and then in spring 2021.

In June 2020, we considered the draft COVID-19 Campus Health and Wellbeing Policy that was circulated by VP Bracey and the administration wanted to receive the faculty feedback. There was a substantial discussion by committee members and guests and VP Bracey planned to take this feedback into account in reaching the final draft. The subsequent events, making the fall semester to be completely remote, made this policy discussion somewhat moot.

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

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

The resolution draft went through multiple revisions in a very short time-span (all through electronic means) and was approved by the Senate by a unanimous vote on August 14.

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

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

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

The committee concluded that, even though the President was earnest and truthful, we could not accept the matter to be finished. We worked on a revised resolution 21/13 which came up for discussion at the October 9 meeting of the Senate and garnered substantial discussion about the use of the word “censor”. Some senators applauded the fact that the President had “come clean” and that was enough. Some senators even thought that he had already been censured at the September

11 meeting even though the issue was only discussed and the resolution was recommitted to ASPP. In the end, the Senate decided to amend our resolution by changing the word “**censure**” to “**severe disapproval**” (by a 20-13 vote) which, according to dictionaries, means the same but looks better due to optics. This was the only amendment and the revised resolution was approved by the Senate by an overwhelming 33-3 vote.

Equity and diversity in appointments, retentions and promotions: In response to **Resolution 21/7** adopted by the Senate on July 17, we have established a subcommittee on Diversity, Equity and Inclusion (DEI) which is very ably co-chaired by Sarah Wagner and Shaista Khilji with other members being Susan LeLacheur, Carol Hayes and Abe Takleselassie. The subcommittee met various DEI leaders in the schools who were very helpful to the understanding of these issues at GW; the subcommittee issued a report that was shared with the Provost Blake who has asked that we help him with the DEI plans and particularly with the planned diversity audit for which an outside firm is going to be hired.

We have been seeking the baseline data from the administration on what has happened in the past 5 years on hiring, retaining, and promoting faculty from historically minority groups. Specifically, we requested data about

- Demographics of faculty hires
- Demographics of faculty departures
- Demographics of promotion from assistant to associate professor
- Demographics of promotion from associate to full professor
- Demographics of contractual versus tenure accruing /tenured faculty

This information has just become available to the DEI subcommittee and we are going to study the information and determine what needs to be done.

Financial situation of the university: With the university going online for the fall semester, we anticipated a loss of \$212.6m of which \$115m was already covered through university actions during the spring/summer 2020. We had a salary freeze for 2020 and GW suspended retirement match starting October 2020. The base retirement contributions were resumed by GW starting January 1, 2021 and, as just announced, the retirement matches will recommence as of July 1. That’s when the merit raises will again be granted.

Health care costs: Some members of ASPP committee attend the **Benefits Advisory Committee** (BAC) and report this information to the Faculty Senate. The health insurance premiums for 2021 were projected to increase by 5.5%, and the participant contributions increased by 1.5%-- approximately \$1 to \$12 per month depending upon the coverage tier and salary band of the employee. The university’s share of health care premiums for 2021 has increased from 76% to 77%. An update from BAC in spring 2021 indicates that the costs experience for health care expenses in 2020 was quite favorable.

Salary equity process update

The Salary Equity Committee under Vice-Provost Bracey has streamlined the salary equity review process so its completion now fits within the annual salary merit review process. However, due to the salary freeze in 2020-21, no new review was done during 2020. VP Bracey will run the salary equity review after July 1 when the merit raises have taken place.

Respectfully Submitted,
Murli M. Gupta, Chair, ASPP Committee
March 30, 2021

2020-2021 Committee Roster

- Murli Gupta, Chair (CCAS)*
- James Tielsch, Faculty Senate Executive Committee Liaison (GWSPH)*
- Eugene Abravanel (CCAS)
- Elizabeth Anker (CCAS)
- Brian Biles (Emeritus)
- Brian Blake (Provost)**
- Christopher Bracey (Vice Provost for Faculty Affairs)**
- Dana Bradley (Chief Peoples Officer)**
- Linda Briggs (SON)
- Joseph Cordes (CCAS)*
- Sharad Goyal (SMHS)
- Valentina Harizanov (CCAS)
- Carol Hayes (CCAS)
- Sharon Hill (GWSB)
- Natalie Houghtby-Haddon (CPS)
- Tian Lan (SEAS)
- Susan LeLacheur (SMHS)
- David McAleavey (CCAS)
- Harris Mylonas (ESIA)*
- Arlene Pericak (SON)
- Margaret Plack (SMHS)
- Pradeep Rau (GWSB)
- Moses Schanfield (CCAS)- deceased
- Abe Tekleselassie (GSEHD)*
- Sarah Wagner (CCAS)*
- Phil Wirtz (GWSB)*
- Heather Young (GWSPH)
- Sebastian Weinman (GWSA- student member)**

*Senate member

**Non-voting member



Faculty Senate Committee on Education Policy and Technology Annual Report (2020-2021)

The Committee on Educational Policy and Technology had a full year, convening throughout the summer months and during the academic year for a total of 12 meetings. Our final meetings of 2020-2021 are scheduled for April 16 and May 7, 2021. The committee chairs thank the members for their flexibility and willingness to hold meetings during the summer and with very short notice in order to respond appropriately to the changing circumstances brought about by the pandemic.

Responding to COVID-19's impact on teaching and learning

Much of the summer meetings was taken up with responding to COVID-19 — this included:

- consultation and updates regarding transition to virtual learning, including updates on faculty and student intention and experience survey results;
- updates on the suspension of study abroad and international programs;
- the academic calendar for the Fall 2020, Spring 2021, and Summer 2021;
- the pass/no pass policy for undergraduate and graduate students;
- its impact on enrollment and study abroad and international programs; and
- updates and input regarding the post-COVID Academic Task Force.

University Policy on Religious Accommodations

The committee's student representative Nicole Cennamo presented a resolution to expand the university policy on religious accommodations. The resolution was modified and passed by the committee and then passed the Faculty Senate by unanimous consent in the November 11, 2020 meeting (see below).

Revisions to the Student Code of Conduct and Code of Academic Integrity

In the May 11, 2020 meeting, the committee began with a discussion on necessary revisions to the Student Code of Conduct with Christy Anthony. A subcommittee of EPT was formed to work with Christy to develop suggested changes to the code.

In the November 11, 2020 meeting, Christy Anthony, Director of the Office of Student Rights and Responsibilities, presented the amended Academic Code of Conduct after extensive work by a subcommittee of EPT. The revisions were subsequently presented and discussed by several other entities (the Student Association, the Deans Council, etc.). In the February 19, 2021 meeting, the committee reviewed and deliberated the resolution on the revised Code of Academic Integrity, introduced by Christy Anthony. The resolution passed by unanimous consent and was sent to full Senate for deliberation in the March 12, 2021 meeting (see below).

Future Enrollment Task Force

Members of the Provost-appointed Future Enrollment Task Force, Jay Goff, Phil Wirtz, and Jamie Cohen-Cole regularly presented the committee with enrollment updates.

In the January 29, 2021 meeting, the committee was updated on the task force's recent work, including its recommended enrollment targets. After discussing them, the committee formally endorsed those recommendations that task force presented for enrollment goals: 2475-2250 first years, 150-300 transfers, to maintain or improve academic profile, increase the percentage of need met, and maintain or increase the percentage of both Pell eligible and underrepresented minorities as fractions of the new cohort. In the March 12 meeting, the committee discussed the enrollment projections and the use of the waitlist.

As the Future Enrollment Task Force was established as a temporary advisory body, the committee discussed and concluded that regular updates on enrollment management should be reinstated, becoming a regular part of EPT's work as a committee—to receive updates and provide input on current and future enrollments.

Post-COVID Academic Innovation Task Force

In January of 2020, Provost Blake tasked a group with learning about GW and the broader higher ed community's responses to virtual work needs that arose due to COVID and to determine if there were changes to our operations that we should implement to make GW better post-COVID. The EPT committee is well represented on the Post-COVID Academic Innovation Task Force (PCAITF), including with Jason Zara as one of its two co-chairs and Sarah Wagner as a Task Force member. Once formally established, the task force reported its progress to EPT committee. In the February 19 meeting, during the first and most extensive update, EPT members raised some concerns around the makeup of the PCAITF. Those concerns were relayed to the task force at its next meeting and increased efforts were made to ensure extensive outreach through the work of the PCAITF subcommittees.

The task force has been gathering input from various constituents via webforms, town halls, etc. and is working to identify common themes that will lead to suggested implementations of changes. This process is still underway.

New Transcript Notation Policy

In the March 12 meeting, the committee discussed the new transcript notation for undergraduate research initiative, an issue raised in the February 19, 2021 meeting. Gina Lohr, Senior Associate Vice Provost for Research, presented the origin and development of the idea, and recommendations were made for further consultation with the undergraduate deans and the Research Committee, as well as a presentation to the Senate at a later date.

Other issues discussed

- Of particular note, in November 11 meeting, Provost Blake led a discussion with the committee regarding the suspension of academic master plan efforts.
- In the February 19 meeting, the committee heard from Cheryl Beil, Associate Provost for Academic Planning and Assessment, who presented data on student experience, among them satisfaction with academic experience, experience with faculty, advising, availability of classes, extra-curricular activities, and COVID-related academic concerns. These data have also been shared with the Post-COVID Academic Innovation Task Force (PCAITF).
- In the February 19 meeting, the committee discussed an initiative raised by CCAS chairs regarding cluster hires to increase diversity at the university level; work on this is proceeding through multiple Senate committees.
- In the March 12 meeting, the committee discussed the current graduate program budget model,

with particular attention to its limitations regarding enrollment restrictions across schools. EPT will invite the Provost to discuss the issue further at our next meeting.

Subcommittees

The committee currently has three working subcommittees—one is completing its work, and two more are just beginning. These subcommittees are working on the following issues:

- Extending their work on the revisions to the Code of Academic Integrity, the Academic Integrity subcommittee is now discussing the roll out of the revised code for both students and faculty;
- Working with Dean of Undergraduate Admissions Ben Toll, an analysis of the test-optional policy on admitted undergraduate classes; and
- Working with the administration on how best to monitor the effects of last year's AT/IT reorganization.

Resolutions presented to the Faculty Senate

1. The committee deliberated and sent to the full Senate Resolution 21/14 to expand the university policy on religious accommodations, which was passed the Faculty Senate by unanimous consent in the November 13, 2020 meeting.
2. The committee deliberated and sent to the full Senate Resolution 21/15 To Approve Changes to the Code of Academic Integrity, which was passed the Faculty Senate by unanimous consent in the March 12, 2021 meeting.

Respectfully Submitted,
Jason Zara and Sarah Wagner
Co-Chairs, EPT Committee
March 31, 2021

Roster of EPT Members (2020-2021)

Beth Amundson	Meghan Foster	Janis Nicholas
Yousif Barzani	Megan Fujita	Randall Packer
Koren Bedeau	Rohini Ganjoo	Christine Pintz
Cheryl Beil	Liz Gonzalez,	Mary Jean Schumann *
Scott Beveridge	Jay Goff	Lisa Schwartz
Brian Blake	Catherine Golden	Ormond Seavey
Nicole Cennamo	Tobias Greiff	Megan Siczek
Jamie Cohen-Cole *	Harald Griesshammer *	Andrew Smith
Manjari Dimri	Candice Johnson	Ben Toll
Yuliya Dobryднеva	Jared Johnson	Daniel Ullman
Michael Driscoll	Randi Kristensen	Karen Wyche
Mercedes Echevarria	Lisa Lipinski	Phil Wirtz *
Georgette Edmundson-Wright	Guy Lotrecchiano	Heather Young
Brian Ensor	Joe Velez	Piotr Zielinski
Michael Feuer	Terry Murphy	



Senate Committee on Libraries

Final Report

Academic Year 2020/21

30 March 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, 19 February 2021 (and one anticipated for 23 April 2021) 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.

Until January, the committee saw its primary task in supporting GW's online teaching and research during COVID. We have now moved to address issues which were pushed to the back-burner. 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.

The committee has been informed about the goals of the Provost's Post-COVID-19 Academic Innovation Task Force and offered its help once its subcommittees have developed themes in "phase 1", and then jump in on themes that involve its jurisdiction in Phase 2.

The committee was alerted to copyright changes by the new Copyright Alternative in Small Claims Enforcement (CASE) Act of 2020. It establishes a new voluntary adjudication process in the U.S. Copyright Office to consider copyright infringement matters for claims that do not exceed \$30,000. GW Libraries are most likely going to preemptively opt out of it. This will *not* apply to faculty and students. However, as of today, no regulation details have been announced by the government. One needs to wait until the regulation details are more specific, and then meet with the General Counsel Office to see what should be conveyed to faculty and students.

A persistent problem is the physical infrastructure of GW libraries, especially workspace requirements and space. Much infrastructure has seen little or no renovation for decades, which severely impacts its efficiency and safety of both the collection and personnel. The committee is initiating discussions with the appropriate administrative units to address the issues.

Minutes of meetings appended

Harald W. Griesshammer, Chair

Libraries, Faculty Senate Standing Committee, Meeting Notes

Virtual Meeting via WebEx, May 12, 2020, 12:30pm

16 participants: Harald Griesshammer (Chair), Ellen Kurtzman, Holly Dugan, Daina Eglitis, Asefeh Faraz, Cynthia Gayton, Geneva Henry, Anne Linton, Scott Pagel, Cassandra Riedy, Ken Rodriguez (today's note-taker), David Scalzitti, Rhonda Schwindt, Andrew Smith, Kathleen Thoma, Max van Balgooy

On Mon, May 11, 2020 at 11:09 AM Harald W. Griesshammer <hgrie@gwu.edu> wrote:

Dear All,

the LibCom meeting tomorrow will start at *12:30*. Librarian Henry will be available for at least the first half-hour.

Jenna will send out a webex invitation.

Meeting Agenda:

1. Constituting the Committee
2. Discussion: Priorities and Options in Response to COVID-19
3. Any Other Business

As you see, this is rather nondescript. It will be the one meeting we have without pressure to make decisions or create plans. Let's use it.

Saly,

Harald

I. Harald Griesshammer

- We may have another meeting this coming Tuesday (5/19/20), but we may not need it.
- President LeBlanc will tell the Board of Trustees this Friday what the state of the budget is. He offered three scenarios to the Faculty Senate for operations beginning in the fall: return to on-campus instruction (with public health measures), a hybrid of online & on-campus instruction, and fully online. Under the scenarios, financial losses estimated between \$100 million and \$300 million (representing 10-30% of the fungible budget, including salaries).

- The Libraries Committee needs to play a very active role now, particularly given the move to virtual and online education and the essential role that GW libraries play in online instruction.
- Harald has been discussing with Jason Zara, Chair of the Educational Policy & Technology Committee, where the “fault lines” exist between the respective committees. Harald is also a member of [Ed Policy](#), which “considers matters of policy relating to education that are of concern to more than one college, school, or division.” For example, grading, admissions, moving classes online and off. [Libraries](#) not only “reviews the operation, materials and facilities of all the libraries of The George Washington University” (what kinds of libraries the University needs to support and advance the mission of the University and the missions of all the schools); LibCom is also responsible for input and oversight on the technological aspects of online instruction, academic technologies, help with course design, moving courses online etc. EduPol will concentrate on rules and regulations (e.g., grade forgiveness, equal access), while LibCom focuses on the technology aspects. Jason plans to attend our Committee meetings.
- Ordinarily, we’d have time for introductions of the members, but Geneva Henry may not be able to attend the entire meeting, and we’d like her to present.

II. Geneva Henry

- Geneva shared the Libraries and Academic Innovation (LAI) organization diagram (appended), which was finalized at the end of January 2016. Before then, additional units were still getting added to LAI. Geneva said that initially it seemed a bit chaotic, but then it all fit together beautifully.
- GW core values: Research & Education. An institution needs strong libraries, research libraries, to sustain itself. Not just the print and the subscription-based resources, but the librarians. Librarians work with faculty and provide instruction to students. Librarians across campus. LAI is more than just libraries, though libraries play an integral role. LAI includes instructional design, student peer-instruction, academic technologies including design of classroom spaces. Right now, they scrutinize spaces for availabilities and viabilities in a COVID-Fall scenario. LAI is about GW’s academic mission.
- Harald’s question: What’s the relationship among the GW libraries? Geneva: “we’re well coordinated.” The Burns Law Library and Himmelfarb Health Sciences Library are both administered and supported by their individual schools, but all GW libraries work together and try to not duplicate collections. Scott Pagel: the Law Library is very dependent on the Gelman Library, and support of Gelman by the University is critical to the mission of GW. Gelman’s funding is critical to all the GW libraries. Anne Linton: collaborative collection development and the libraries working together are very important.

- Harald's question: What do Burns and Himmelfarb pull in from LAI? Scott: there's back & forth. We rely on each other. We look to Gelman for instructional design help, though we have our own Instructional Technology department. Anne: we have our own shop, too, but we all collaborate.

- Question: What are the plans for the actual books? For example, will there be curbside pickup? Geneva: since GW went virtual, we first try to find an online version or an e-book. The safety of our staff is paramount. Two staff members are on-site and receive materials from FedEx and UPS. We have a shared print collection through the Washington Research Library Consortium (WRLC), and until they resume physical operations, we're limited in what we can get. It also depends on what the District decides. All the schools in DC are in the same boat. On-site Gelman staff digitize materials we can't find online. Scott: we have a skeletal crew with interlibrary loan staff scanning. We're also concerned with how we'll provide books to students in the fall. Our reserve collection is dead. Books should not be used for 24 hours after they've been checked back in. These are the current guidelines. Books can't circulate for that time. A student could sneeze into a book and the virus may linger on paper for up to 24 hours.
 - Geneva has been talking to the General Counsel's office about digitizing books and then lend them, given the current pandemic crisis. Georgetown allows such use, called Controlled Digital Lending.

- Question: What if we return to on-campus instruction? Will the libraries have open or closed stacks? Different scenarios being considered, given that social distancing in the stacks would be difficult. What about the study space and study rooms? Likely having fewer seats at a distance. Libraries still working through it all. Himmelfarb is 99% electronic and has few stacks. Social distancing in the study spaces a major concern for them.

- Question: What about textbooks? Geneva: we're trying to get digital versions without restrictions. Affordability & access the major issues. Scott: publishers have been unwilling to help. Some versions of digital books cost \$100,000. To copy the first two chapters of one text was \$5,000 (and then multiply that by the number of classes and increase it when a class has more students enrolled).

- Question: What is the present policy with respect to due dates on books? "The due date on all borrowed materials has been extended until May 15, 2020, and will be automatically renewed until students return to campus."

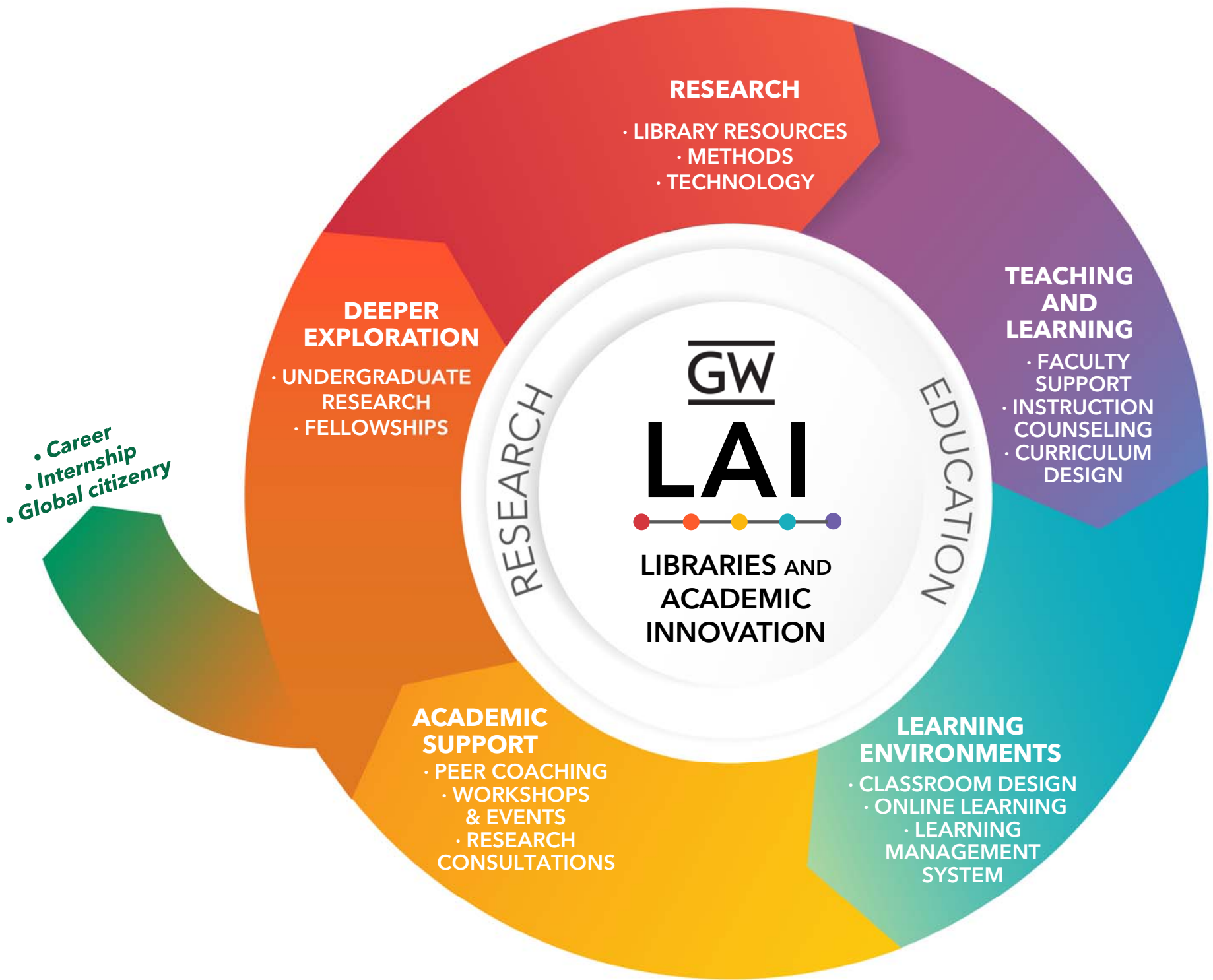
- Question: What would happen if we're in scenario 2 (hybrid) or 3 (fully online)? Geneva: Still a focus on Research & Education, with the intertwinement of the 3 libraries. Gelman's putting together concierge teams and preparing for all scenarios by leveraging everyone. It's all hands on deck. But she's quite concerned about budget cuts. Harald: Everything's going to cost money, even if we remain online. For example, a possible need for new scanners. Having

sufficient resources is a pressing issue. But this Committee has channels on the faculty side to present to the President and Provost.

- Harald acknowledges having some blind spots concerning the Libraries, but will try to get up to speed.
- Question: What role can the Course Design Institute (CDI) play with online courses? CDI is in LAI and is a “program that guides faculty through the design of a new course or the re-design an existing one in a facilitated, supported environment.” Geneva: calling it an “alternative CDI” in light of the current situation. It could help you to rethink your syllabus in terms of online courses: transfer content and ideas into an online course – not complete re-design.

III. Library Staffing & the Committee Resolution

- Geneva has been trying to hire 10 librarians & 2 staff members (they have between 26 and 30 open positions; 16 positions were cut back in 2016). They were existing lines (with job descriptions redefined) and core to the education or research missions (e.g., an instructional design librarian). But then the hiring freeze happened and the positions are still held up in an administrative committee that reviews every exemption from the freeze.
- Harald: none of the 10 positions that the committee recently approved by the administration to be exempted from the hiring freeze was a library position, and so he decided to draft “A Resolution on the Immediate Need for Fill Positions in the Deanery of Libraries and Academic Innovation, by the Senate Committee on Libraries.” He acknowledged the unusual circumstances of this resolution, in terms of the Committee having short notice and being asked to possibly vote on it during the meeting, and asked the committee if they wanted to discuss it during this meeting. And, if so, would the committee also consider voting on it (given the urgency of the situation), which would require consent to suspend committee rules. The committee agreed unanimously to consider the resolution. The Committee reviewed it, made slight edits, and unanimously approved it (appended). Harald said he would send it right away to President LeBlanc, Provost Blake, and CFO Diaz. If the administration takes no action, then he’ll introduce it into the next Senate meeting for consideration by the entire Senate.



A Resolution on the Immediate Need for Fill Positions in the Deanery of Libraries and Academic Innovation, by the Senate Committee on Libraries

Whereas, the Libraries Committee “periodically reviews the operation, materials and facilities of all the libraries of The George Washington University; evaluates the level of satisfaction of faculty and students with the materials and services provided; estimates the levels of cooperation between the component parts of the libraries among themselves and with the community-at-large; and makes suggestions for the continuing development and planning of the facilities.”

and Whereas, GW has announced a round of budget cuts to deal with the fallout of COVID-19¹;

and Whereas, GW’s Libraries already suffered from a round of devastating budget cuts in 2016, in which the then-administration prioritised the integrity of the collection over Librarian and staff positions²;

and Whereas, President LeBlanc volunteered at the faculty Senate meeting on 8 May 2020 that preparation for online education is not free but needs investments;

and Whereas, GW’s smooth transition to online learning in Spring 2020 was in large part thanks to the professionalism, dedication and tireless effort of the LAI team;

and Whereas, the administration has alerted the faculty that they need to plan how to deliver instructions in Fall 2020 both on-campus and online as well as in a hybrid-mode;

and Whereas, for GW’s smooth operation of instruction and research in Fall 2020, faculty will thus heavily rely on the team overseen by the Dean of Libraries and Academic Innovations (LAI);

and Whereas, at the Senate’s April meeting, Dean Henry shared that LAI requested 5 expert Librarians and 2 staff positions as system-critical with anticipated hiring dates of 1 May 2020, and additional expert Librarians and staff as system-critical with anticipated hiring dates of 1 July 2020, and Provost Blake reported that “some library positions should be kept open” and confirmed “that this area is extremely important to nurture this infrastructure”³;

and Whereas, these requests are held up for approval in an administrative committee which is to evaluate each individual exception from the GW-announced hiring freeze, albeit concrete candidates or finalists have been identified already, and reference or background checks have in part been conducted;

Now therefore be it resolved by the Senate Committee on Libraries

1) That the committee expresses its highest appreciation for the ceaseless dedication and expert advice of the LAI team to get GW online in Spring 2020;

2) That the Committee urges the President and Provost to *direct the administration to approve immediately* the expert Librarian positions and staff hires requested, cognisant that time is of the essence if they are to be ready to help GW faculty and students prepare for and work in Fall 2020.

Approved by the committee by unanimous vote, 12 May 2020

Harald W. Griesshammer, Chair, in the name of the committee

¹<https://gwtoday.gwu.edu/update-budget>

²<https://gwtoday.gwu.edu/departamental-reorganizations-announced>

³<https://facultysenate.gwu.edu/files/2020/04/April-2020-minutes-attachments.pdf>

Subject: [Senate LibCom] minutes of 26 June 2020

From: "Harald W. Griesshammer" <hgrie@gwu.edu>

Date: 6/29/20, 12:28

To: "Holly Dugan (CCAS)" <hdugan@gwu.edu>, "Eglitis, Daina (CCAS)" <dainas@gwu.edu>, "Faraz, Asefeh (SON)" <afaraz@gwu.edu>, "Gayton, Cynthia (SEAS)" <cgayton@gwu.edu>, "Geneva Henry (Dean Libraries)" <genevahenry@gwu.edu>, "Linton, Anne (Himmelfarb)" <alinton@gwu.edu>, "Pagel, Scott (Law Librarian)" <spagel@law.gwu.edu>, "Riedy, Cassandra (GSEHD)" <criedy@gwu.edu>, "Rodriguez, Ken (Law Lib)" <kejoro@gwu.edu>, "Scalzitti, David (SMHS)" <scalzitt@gwu.edu>, "Schwindt, Rhonda (SON)" <rhondaschwindt@gwu.edu>, "Smith, Andrew (CCAS)" <amsii@gwu.edu>, "Temprosa, Marinella (GWSPH)" <ella@gwu.edu>, "Thoma, Kathleen (SMHS)" <kamthoma@gwu.edu>, "van Balgooy, Max (CCAS)" <mvanbalgooy@gwu.edu>, "Kurtzman, Ellen (SON, FSEC Liaison)" <etk@gwu.edu>, "Jason Zara (EduPol Chair)" <jasonzara@gmail.com>, "Yannik Omictin (student rep)" <yomictin@email.gwu.edu>

Dear All,

please find enclosed the minutes of the last meeting.

Saly,

Harald

Location: WebEx

Attendees: Harald Griesshammer (chair), Anne Linton, Asefeh Faraz, David Scalzitti, Ella, Geneva Henry, Holly, Jared Johnson, Kathy Thoma, Ken Rodriguez, Kim Roddis, Rhonda Schwindt, Scott Pagel, and Pam Promisel.

Harald called the meeting to order at 3:34 pm.

1. Minutes of the May 19, 2020 meeting approved.
2. Positions and budget impact. Harald reported that RAC has approved the positions requested. Geneva reviewed the status of hiring new staff. Discussed resolution of the Council of Librarians to retain staff rather than acquisitions, however, these decisions may be made outside of the Libraries on a university-wide level to respond to anticipated budget.
3. Instructional Design Support for faculty. Geneva reported that several resources now available for online instruction for fall and current participant levels (e.g., 300 for the camps). Jared reported on technical equipment procurement for classrooms, classroom assignments, and provisional classrooms, a process that began with a campus-wide inventory of about 400 classrooms ("learning spaces") and equipment; goal to equip every classroom with a computer (rather than bring your own device) to ensure reliable Internet access and then install additional equipment based on the size of the class; equipment has been approved and being ordered, but will be challenging because of availability due to competition from schools across the nation. Jared discussed the use of Zoom, WebEx, and Collaborate for instruction and meetings, referring to GW's security guidelines; desire to use GW's enterprise products to protect privacy and security due to licensing agreements; and cost of additional applications that duplicate existing ones. Jared mentioned desired features of breakout groups, virtual backgrounds to protect student privacy, gallery images of participants, audio quality, and platform confusion (courses using different platforms).
4. Academic Technology Support. Harald mentioned the value of current online training workshops.
5. Physical distancing in classrooms. Discussed safe practices in seminars and other small classes, use of Echo 360 to capture students' voices both in class and online. Jared noted that current classroom assignments may change to provide adequate space, currently verifying the size and shape of every learning space and working with each school to determine needs and possibilities (theater spaces are most difficult, Corcoran Auditorium will be limited to about 20; considering ballrooms and basketball courts). The stated maximal classroom capacity of 40% is a maximum and cannot be met in many spaces. Each space is reviewed individually, and many have a much smaller maximal occupancy because of exit/movement/room shape etc. GW will have vending machines offering masks, marking off faculty space in classrooms, and about 100,000 stickers and signs will be installed throughout the campus by August 31.
6. Libraries plan for fall. Geneva noted efforts to re-established courier services within WRLC, exploring pickup of library materials, gradually bringing essential staff on campus, moving furniture to ensure physical distancing. Print reserves will not be available; must use digital reserves. Publishers will not provide free access to e-textbooks in the fall (did in the spring), so exploring fundraising campaign.
7. Copyright for course development. Holly shared several online sources and discussed copyright ownership of materials developed online by faculty. GW's policy is unclear on ownership during temporary and interim situations for faculty, staff, and graduate students, but we may be able to draw on the expertise in Law School and Medical School because of their long experience teaching online. Geneva mentioned this was discussed a couple of years ago and the decision was that the faculty own the content and GW licenses it from the faculty. Holly recommended we continue to monitor this issue and notifying her if faculty, staff, and others raise this issue. Links for reference:

a. GWU's current policy
<https://compliance.gwu.edu/copyright>

b. AAUP guidelines

<https://www.aaup.org/news/aft-and-aaup-principles-higher-education-response-covid-19#XvDVMJNKjfZ>
(highlight #17)

c. Inside Higher Ed survey of the problem

<https://www.insidehighered.com/news/2020/05/19/who-owns-all-course-content-youre-putting-online>

d. Dartmouth's Model Policy
<https://www.library.dartmouth.edu/copyright-sharing>

Next Libraries Committee meeting expected in mid-August.

There being no further business, Harald adjourned the meeting at 4:43 pm.

Minutes prepared by Max A. van Balgooy and Harald Griesshammer.

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Harald W. Grieghammer: Associate Professor of Theoretical Physics
Institute for Nuclear Studies, Department of Physics
The George Washington University, Washington DC 20052, USA
ON SABBATICAL JUNE 2019 TO AUGUST 2020 -- responses may be delayed
Web: <http://home.gwu.edu/~hgrie> office: 725 21st St NW, Corcoran Hall 306
Email: hgrie@gwu.edu <<mailto:hgrie@gwu.edu>> Phone: +1/202/994-3849
Skype: hgrie.gwu
Virtual: <https://gwu.webex.com/meet/hgrie> <https://zoom.us/j/3927653587>
and Visiting Professor, Department of Physics, Duke University, Durham NC

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GW Faculty Senate Library Committee Meeting

July 27, 2020; 2:30 pm ET, via WebEx

Attendees: Harald Griesshammer (chair), Andrew Smith, Anne Linton, Asefeh Faraz, Cynthia Gayton, Daina Eglitis, David Scalzitti, Ellen Kurtzman, Geneva Henry, Harold Griesshammer (chair), Holly Dugan, Jason Zara, Kathy Thoma (note taker), Marinella Temprosa, Max van Balgooy, Rhonda Schwindt, and Scott Pagel.

Harald Griesshammer, Chair, called the meeting to order.

Minutes of the previous meeting were approved.

Proposed resolution on "GW Course Intellectual Property and Digital Recording" (Jason Zara, member of task force)

- This proposed resolution represents a clarification of the university's copyright policy regarding course-based intellectual property created by full-time faculty. The resolution states that any course-related intellectual property vests exclusively and solely with the faculty author.
 - See Harald's 7/23/2020 for the full resolution text.
- This policy has been issue for the last several years due to confusion, inconsistency and concern. The issue has been accelerated by the move to online instruction amid the COVID-19 pandemic.
- Cynthia mentioned a concern regarding protection for students who do online presentations in courses.
- Rhonda and Ellen in Nursing mentioned that all of their graduate courses are online so they must sign an agreement every semester that course-based intellectual property are jointly owned by the author and GW. All material go into a repository and anyone can use the content in their courses, but they usually ask the author.
 - This process might discourage faculty from introducing new information into their curriculum because they are giving away their intellectual property.
 - Other issues include lack of control over your materials once you place it into the repository (people misusing or changing information, using old lectures with outdated information, etc.)
- Cynthia noted that in the absence of an agreement, the faculty author has ownership.
- Harald noted that the resolution does not directly address the work of adjuncts and part-time people but since it took several years to get to this point, the best strategy would be to move forward with this resolution and address adjuncts and part-time people in the near future.
- Holly mentioned a concern for graduate students who function as stand-alone faculty. It was clarified that this resolution only covers full-time faculty and the situation is very complex for graduate students, adjuncts, course developers, and so forth.
- Jason noted the issues concerning these other individuals should be brought up when the resolution is on the senate floor that Harald agreed with.
- Harald summarized that our committee is happy with the resolution but that copyright issues regarding graduate students, adjuncts and part-time people need to be eventually clarified and addressed. He noted that the Education Committee, Academic Integrity Committee, and the Promotion and Tenure Committee are happy with this resolution.

Update on COVID Fall Preparations (Geneva Henry)

- It was noted the GW will probably be going totally online for Fall 2020 barring a few limited situations (the email confirming this decision came out during the meeting).
- Geneva noted that the library has been working very hard to be ready for some type of 24/7 hybrid situation for Fall 2020 that has included de-densifying and identifying appropriate library space, ordering and installing more technology and visitor management/scheduling software, setting up sanitation stations, etc.
- With the new decision to move to fully online instruction, Geneva mentioned that it would give them more time to get ready for a hybrid-type situation, possibly in spring.
- It is assumed that labs and clinical will still be in person.
- Someone asked about faculty use of the library this fall. Access to the library will be by appointment only with no browsing and closed stacks. Library staff will retrieve materials and/or send them to faculty via FedEx. The library is ready for curbside pickup but that will be dependent on what campus health and safety decides.
- Harald asked about how detailed library and material access information will be sent to faculty and students. Geneva mentioned that there is information on the library's webpage and information will be emailed to faculty and students.
- There will not be any print reserves this fall so staff will be looking for digital versions of faculty reserve requests. Issues include high costs and copyright issues. For example, it is more feasible to digitize part of a book rather than an entire book.
- Research consultations and tutoring will be operating remotely.
- New technology includes GoBoard; an open source program that allows faculty and students to work together.
- Financial access to e-books has been an issue for students. In Spring 2020, publishers were more willing to be flexible with access to digital textbooks but much of that has ended. Geneva has been working development about some kind of fundraiser or textbook donor/rental program.
- Harald asked about updates to online teaching software like Blackboard, Collaborative Ultra and WebEx. Geneva noted that closed captioning is available but was not sure about the other feature.
- Harald noted that more information should be disseminated to faculty about obtaining equipment/computers through the university so they can effectively work from home. Many faculty in his department were not aware of that option.
- Harald asked about library study space for students who remain on campus this fall. Geneva is looking into that situation, particularly because of the new mandate to go fully online. Currently, students are limited to two hours per day.
- Harald asked about the ability of faculty to use library facilities and equipment to teach online to their students. Once again, this will be safety and security decision.
- Geneva mentioned that they are building a new digital media lab at Gelman that will eventually be available for faculty to record videos. The library has been holding flex camps and workshops this summer to help faculty switch to online teaching.
- The library will be launching a new Instructional Core website on August 1 that will contain a lot of helpful information.
- Several people asked about the status of improving the library's HVAC system. Geneva has discussing the situation with Mark Diaz (CFA) because it needs significant improvement.
- Jason noted that there will probably be a big drop in morale because of the intense work people have put into a hybrid scenario for fall. He also mentioned that since the university is shifting to fully online instruction, we will be going into Scenario 2 and 3 for the budget that will result in deeper cuts.

Possible Restructuring of Shared Services at GW: Academic Technology and IT (Geneva Henry, Harald)

- Geneva mentioned that the general strategy under discussion is a merger between academic technology, IT and the individual school technology areas in order to reduce duplication. She noted that we need more instructional designers.
 - There will be a meeting this Friday with Administrative and Faculty Leadership regarding this issue.
- Shared library services are off the table because a review indicated that it would not be a cost savings.
- Daina asked about technology training for GTAs and Geneva noted that there is training course for them as well the flex camps.
- When discussing merging or reducing library services, Holly emphasized that we should focus on promoting the notion that all library staff are highly skilled and perform very specialized, labor-intensive work.
- In regards to possible places for merging or reduction, Geneva noted that desktop support and general purpose classroom support could probably be centralized to IT. Geneva noted that advising and career services will probably be using a pods model so that they can be shared between multiple schools.
 - Jason mentioned that we need to carve out local specialized support from centralized classroom support and be more aggressive about protecting that. He suggested a terminology shift from “classroom support” to “teaching and research support”.
- Ellen asked about the possibility of renting out library space but Geneva mentioned that could be a health hazard.
- Harald mentioned that any budget cuts related to preparing for fall classes should be put on hold in order to uphold high quality teaching. He suggested that we increase pressure on the Board to tap into the endowment in a very limited fashion because we cannot shrink GW to the point that we are hanging on by a thread. After this crisis is over, we want to emerge with well-respected academic programs

Any Other Business: None

Next meeting:

- Between August 15 and the beginning of fall classes.

Final Notes:

- Please continue to discuss these issues and bring your ideas forward via online chats.
- Discuss these issues with your colleagues and bring their perspectives forward.

**GW Faculty Senate Library Committee Meeting
September 21, 2020; 3:00 pm ET, via WebEx**

Attendees: Harald Griesshammer (chair), Andrew Smith, Anne Linton, Cynthia Gayton, Daina Eglitis, David Scalzitti, Geneva Henry, Holly Dugan, Jason Zara, Kathy Thoma (note taker), Ken Rodriguez, Marinella Temprosa, Nicole Cennamo (student representative), Rhonda Schwindt, and Scott Pagel.

Harald Griesshammer, Chair, called the meeting to order.

Minutes of the previous meeting were approved.

Harald introduced the new student representative, Nicole Cennamo.

- She is a senior in political science.

Update on COVID Fall Preparations (Geneva Henry)

- It is running smoothly with a few minor glitches, such as some buildings not being open and some students and faculty not being approved to be on campus. The issues are being ironed out.
- IT signed a license with Zoom and is integrating it into Blackboard. IT tried Webex but there were too many issues. Library AT is working with general IT on the project. Zoom integration into Webex is easier and is therefore a priority.
- Some students in China have had some issues with BB performance and they are working on that. No such issues reported with Zoom.
- Gelman and VSTCL have study spaces that can accommodate students but they must make an appointment and be approved to be on campus. The Law Library can accommodate some students but those students are not in the on campus cohort.
- There is a pick-up service at all libraries that is very popular. Patrons can either pick up items by appointment or request delivery via Fed-Ex. People do not need permission to be on campus to pick up items but they do need an appointment. LAI has about 10 appointment slots per day. Instructions are on the library websites.
- The library is also scanning whatever they are allowed to scan under copyright laws.
- There are some issues because of the differences in COVID safety protocols used by the various libraries. Gelman mandates weekly testing and daily symptom tracking, whereas Himmelfarb relies more on PPE since it serves the Medical Schools that have a different test protocol from the general GW protocol. Patrons must follow the protocol of each respective library in order to be admitted. Health science students are not included in the weekly testing and daily symptom tracking so they cannot access Gelman unless they follow that protocol. They are trying to iron out these differences.
- Geneva noted that there are about 500 students currently living on campus as well as some additional graduate students who are allowed to be on campus. They only take advantage of study/workspaces in the libraries to a very limited degree since spaces need to be booked. Usage will probably increase around midterm.
- IT is handling the integration of Zoom into BB but there is no word yet on training. Geneva will find out about training and pass along that information because there are faculty training needs.
- Information about Fall 2020 library services is on the website and has been disseminated to the GW community through social media and info-mails, however several faculty noted that they have not seen any of the emails.

- Harald suggested that a single purpose email should be sent out about library services.
- Geneva mentioned that emails are gated by external relations but she would ask them if they could send out a dedicated email, citing requests from LibCom.

Update on LAI Staffing and Hiring (Geneva Henry, Harald)

- Most of the positions have been filled; a few more need approval. There is also a need for some critical hourly positions.
- The hiring pool for instructional design librarians was very weak so they might need to substitute a staff person. Demand for those services is very high.
- Because of the move towards shared services, the LAI has lost its facilities person and events person. Academic technologies has been pulled out and is going into shared IT services (more info below).
- There are a few more positions going in for approval such as entrance services staff and hourly staff positions. Geneva is trying to find out if she will need more approval for these positions.

Impact of moving Academic Technologies from LAI to IT (Geneva Henry, Harald)

- Geneva noted that from her original 32 AT positions, only 9 have been “placed” in a secure position so far. The other 21 individuals must apply for a job in IT shared services. IT originally had about 300 employees across the university but has pared that down to 237 positions. Of those 237 positions, 114 employees have been permanently “placed” and everyone else has to apply for the remainder of the 123 positions.
- Harald noted that he is on a committee that is watching the reorganization of shared services but transparent communication has been spotty and not much faculty input has been taken on. He reported that the Provost noted that a committee would be created after the reorganization is complete, which sounds as if the present committee is not needed any more.
- There have been some major issues with the Faculty Work Station Initiative:
 - Holly noted that the faculty workstation initiative was very complicated and confusing. When she called for assistance, AT had no information about it and told her that the initiative had been cut. She fixed her computer on her own and then received a FWI in the mail.
 - Jason was also told it was cut and never received any follow up.
 - Geneva mentioned that the money for that initiative was removed from her budget and went back to the VP for Financial Planning and Operations. She is not sure what they will be doing with the money. In the past, she allocated the funding out to the colleges and they managed it on their own.
 - Harald suggested that we follow-up with someone higher up to find out about FWI because people need a computer. Geneva will check with her finance director.
 - Cynthia mentioned that she picked up a new computer and took it home, but was not given the information that she needed to login on campus through VPN the first time to be able to use it. She cannot use the computer from home and has had to use her personal computer for work. She noted that better instructions should be given to people picking up computers.
- In regards to what is left in LAI, Geneva mentioned that the instructional core (instructional technology team, BB team, instructional designers, educational developers, multimedia support, the Academic Commons, tutoring, workshops, library

services and operations, research support and instructional support) is still in place. Classroom support was pulled out.

Layoffs and related issues:

- Scott mentioned that all of the IT staff in the law school were terminated and that the new PODS shared system will start next week.
- Several people mentioned concerns regarding transparent communication about layoffs. In the last faculty senate meeting, the President said that there have been more than 250 layoffs but did not give a breakdown. This was before the IT cuts.

Future Budget Impacts: What are our priorities? (all)

- Geneva mentioned that the collections budget is stable but that she is going to get a target for further reductions sometime this week. She may need to take some money out of collections.
- Currently, the LAI budget has a section for collections, a section for compensation, and a small section for operations. Compensation has already been drained, all LAI vacancies have been taken, and AT has gone to shared services. She does not want to take any additional money out of compensation because we are already lean.
- She has endowed funds in collections that cannot be touched but other areas of collections can be tapped such as some rarely used journals, overlapping database subscriptions, etc.
- Most committee members are in favor of withdrawing money from collections instead of compensation. Salary cuts and furloughs are preferred over terminations.
- Harald mentioned that GW is \$180 million in the hole and that the President announced that a second round of cuts will occur in Nov./Dec. He is unsure about salary cuts.
- Several people stressed the importance of maintaining library positions because their expertise is integral to the academic mission of the university.
- Geneva noted that although she cannot fill any more vacancies, she would like those lines to be maintained.
- Several people noted that it is important to preserve positions and vacancy lines because once a position is gone, it is hard to get it back.
- Geneva noted that decisions about collections and subscriptions are driven by use data. She also weighs the cost of interlibrary loan versus maintaining a collection when making a decision.
- Harald suggested that we have a meeting dedicated to library budget cuts once the new targets are released.

Infrastructure at Gelman: mold, breakdowns and the collection (Geneva Henry)

- This discussion was postponed because the master plan is on ice due to the pandemic and because we ran out of time.

Meeting ended 3:59pm.

**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.

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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

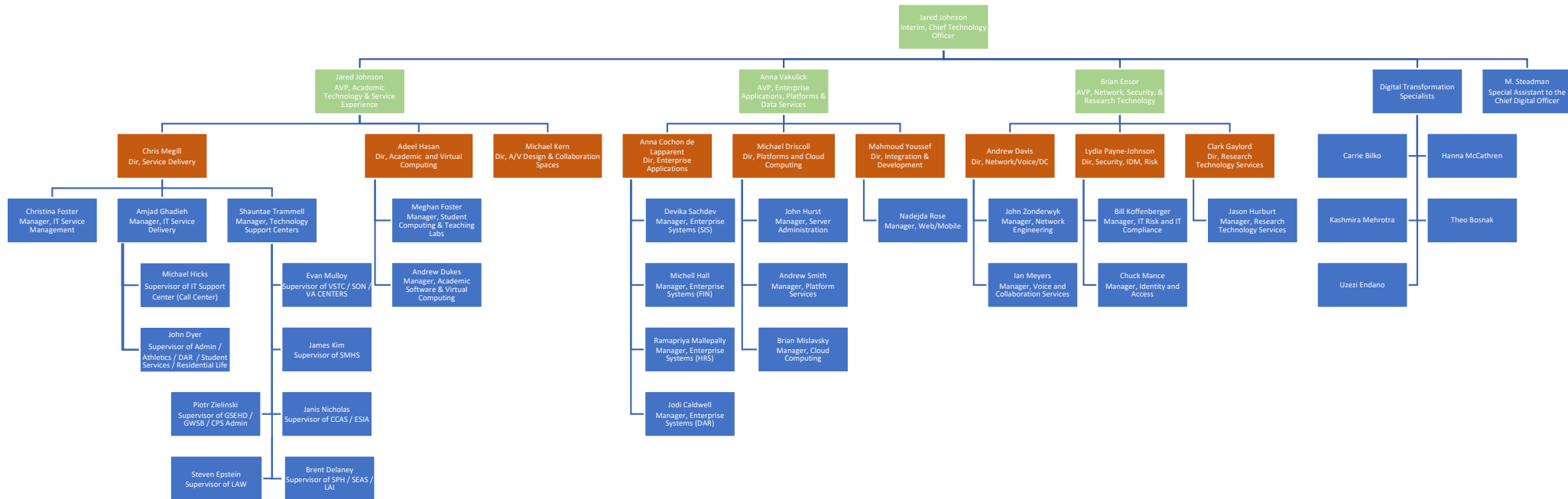
November CPS
GSEHD
SEAS

SON

December ESIA

SMHS

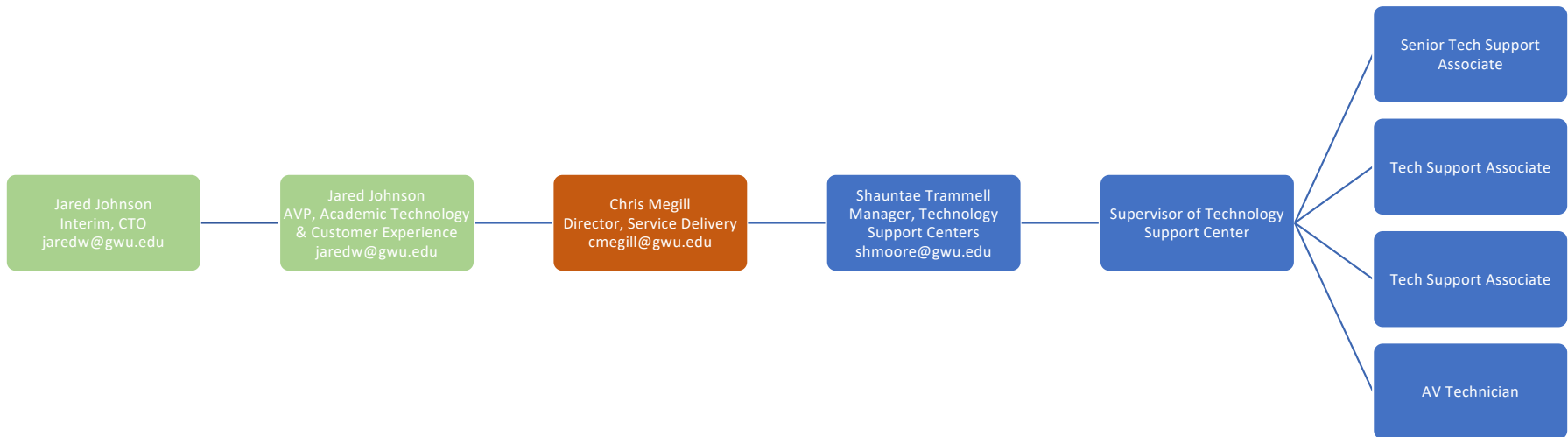
GW Information Technology Leadership Structure – December 2020



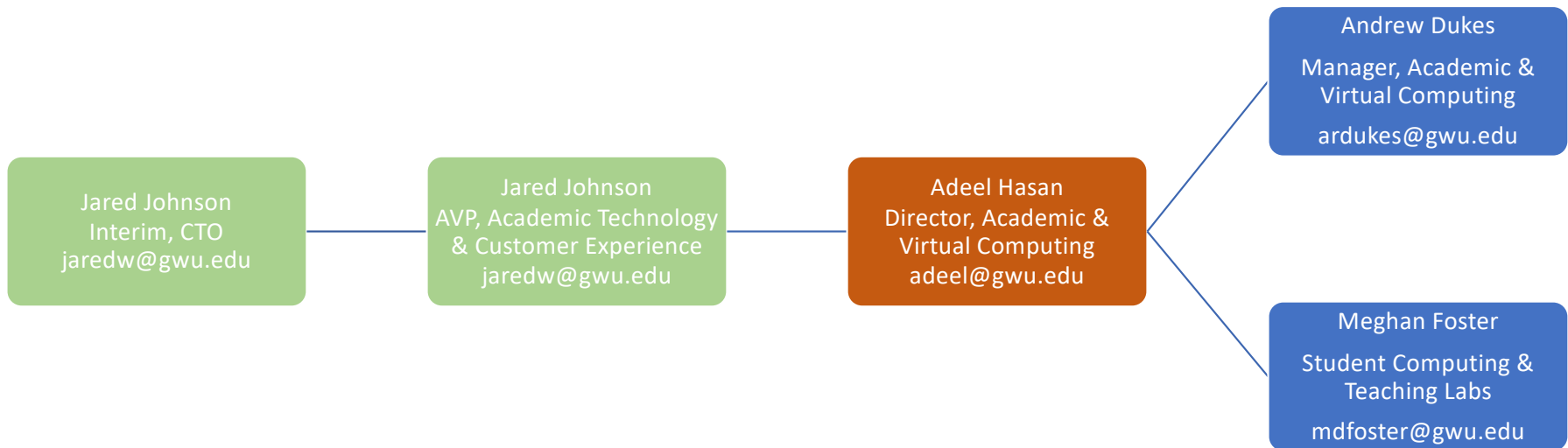
Faculty Technology Support

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

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**GW Faculty Senate Library Committee Meeting
February 19, 2021**

Attendees: Harald Griesshammer (chair), Andrew Smith, Anne Linton, Asefeh Faraz Covelli Barrett Matthews, Cynthia Gayton, David Scalzitti, Ellen Kurtzman, Geneva Henry, Holly Dugan, Jason Zara, Max van Balgooy, Kathy Thoma (note taker), Ken Rodriguez, Marinella Temprosa, and Scott Pagel.

Harald Griesshammer, Chair, called the meeting to order.

Minutes of the previous meeting were approved.

The Provost's Post-COVID-19 Academic Innovation Task Force (Jason Zara):

- Charge: gather ideas from the GW community about how to use and what to keep from what we have learned and developed during the pandemic to make us better going forward.
 - Examples: online/hybrid office hours; online course options for study abroad students
 - This is not about trimming programs, faculty, staff, etc.
- There will be two phases:
 - Phase 1 (through mid-March): four sub-committees that will gather ideas from their constituents: undergrad students, grad and professional students, faculty, staff and academic support.
 - Phase 2: reorganize into topical groups based on information gathered during Phase 1.
 - There will be another call for more people at this point.
 - Final report planned for the end of May.
- Gale Wald will lead the undergrad group.
- Guy Lotrecchiano will lead the staff and academic support group. Academic support consists of librarians, advisors, research support, office staff and other staff.
- There will be town halls, a feedback box on the website and other methods to gather as much information as possible.
- Contact Jason Zara or the other committee members for more information.
- **What should be the Library Committee's involvement?**
 - Send in our ideas and suggestions to the committees.
 - Geneva suggested that we should wait to form any new sub-committees until we see how the four groups move forward. Guy is keeping her updated. She is chairing an online committee that will be sending in ideas.
 - Suggestion: wait until the themes develop from Phase 1 and jump in on themes that involve the library in Phase 2.

Gelman Infrastructure:

The committee deliberated in executive session.

- **Action Item:** Harald suggested that we draft something and then approach the Provost and possibly facilities and finance. He asked for volunteers to assist with that activity. Max and Holly volunteered. Harald will draft something and circulate it.
- Side note: Holly mentioned that in 1823, the university made an accounting of the library's books and then sold some of them to raise money. We should be wary of that.

Copyright Changes (<https://www.copyright.gov/legislation/copyright-small-claims.pdf>)

- Ken Rodriguez, committee member, reference librarian and intellectual property librarian in the Law Library, spoke about the new Copyright Alternative in Small Claims Enforcement (CASE) Act of 2020 that was part of the Consolidated Appropriations Act of 2021 (corona virus relief package).
 - It establishes a voluntary adjudication process in the U.S. Copyright Office to consider copyright infringement matters for claims that do not exceed \$30,000.
 - Supporters believe that it will provide a low budget remedy for content creators and copyright owners to protect their copyrights without having to resort to expensive and time-consuming court litigation.
 - Establishes an administration body called the Copyright Claims Board (CCB) within the next year to resolve small copyright claims.
 - Proceedings before CCB will be fully voluntary and any party can instead pursue a claim in federal district court. The respondent has 60 days to opt out after being served.
 - Criticism: it is an opt-out system rather than an opt-in system and people will be bound by the decision of the CCB.
 - The process could be abused by copyright trolls to extract damages from unsophisticated individuals.
 - CCB claims cannot be brought against state government entities so public colleges and universities are not included but they can be brought against private universities.
 - To protect libraries, Congress created an opt-out procedure for libraries and archives. They can file a notice with the Copyright Office to opt out of all CCB proceedings as opposed to opting out every time a claim is brought against it.
 - This protection protects libraries but not library users including faculty and students.
 - Libraries will need to educate their users of the advantageous of opting out in most cases.
 - Ken reached out to the GW General Counsel Office and it recognizes that unsophisticated persons might agree to the CCB and not realize that it may be in their best interest to opt for litigation in federal court.
 - It should be on our radar so we are informed about what is happening.
- Barret Mathews, LAI compliance officer, spoke about the CASE Act from the library's perspective.
 - He believes that as a library, we would want to opt out because the purpose of law is to lower the barrier for filing an infringement claim.
 - Big win for YouTube, self-employed content creators and photographers but we do not want that bar lowered – we want it more difficult to bring copyright claims against us.
 - We are not engaging in infringement activities so the safe call is to opt out because it is more costly to go to court.
 - It creates more exposure for faculty (in particular) and staff. They need to practice their best copyright practices such as a Fair Use Analysis and document the Fair Use Analyses they engage in.
- Harald mentioned that this issue might have become more pressing over the last year because of COVID and the library copying many items for students. It is his understanding that the library has been extremely carefully about how much they scan and provide to students.
- Barrett mentioned that the library has been trying very hard to follow consistent systems to protect ourselves.

- In regards to opting out, Barrett does not see any reason why we should not opt out because it is a net win for the library. We already have special exceptions under copyright law and do not end in trouble as often as a faculty member who uses a photo in class and does not get prior permission. We need to educate faculty.
- Barrett clarified that the CASE Act only protects libraries, not faculty or other departments within GW.
- Ken noted that the CASE Act only applies to respondents or defendants.
- Ken also said that we will need to wait until the regulation details are more specific and that **we should meet with the General Counsel Office to we see what should be conveyed to faculty and students.**
- The Library Copyright Alliance and other groups are against the CASE Act because it still seems to benefit those with deep pockets.
- In regards to protecting faculty, using a permalink and other library options will protect them. Problems can occur when someone uses an image from a commercial photo website.
- Ken will confirm if the university has to opt out entirely.
- Barrett noted that public universities are protected due to sovereign immunity but he does not know if that protects public university faculty.
- Harald notes that there is no direct action item here yet because we need to wait until we know more about the details of the regulation. We can only vaguely reiterate to faculty and students the importance of following copyright rules. We will rely on Ken and Barrett to alert us and we will take up the issue at that time.

Update on COVID-19 Spring Preparations (Geneva):

- We have a bigger on-campus cohort of about 1,500 students along with an increased use of the library.
- GW is talking about bringing in more students into the spring cohort (off-campus students) but they would have to meet all of the protocols like getting the flu vaccine, weekly COVID testing, and symptom tracking.
 - This is a great need among the law school students because they need to use case books that have strict copyright restrictions against copying and digitizing.
 - She is trying to get a handle on how many students this will be so that they have enough seats and can handle it.
 - Scott Pagel mentioned that he will be meeting with Corrine in the Provost's Office next week to talk about this situation that will probably happen in March. Students will probably be limited to 4 hours per day in Burns Library and then may come over to Gelman to study, but it should not be very many.
- Harald noted that having Gelman available would be helpful to students who live in the DC area and need a quiet place to study.
- Geneva said that they can handle the increased capacity but they want to make sure that students are following the protocols because staff are concerned.
- The integration of Zoom into Blackboard via a link has been completed.
- GW is in negotiations with Blackboard about what kind of packages they have for storing BB lectures because it has been very costly to us.
 - Faculty need to know that they do not need to store their videos in BB. There are currently many years' worth of videos stored in BB.
 - Option: store them on YouTube and put a link into your course or move it to another location.
 - Harald suggested that Geneva send out another short email to faculty about this issue.

- Planning for summer:
 - Probably will look like spring; perhaps more hybrid classes.
 - LAI does a lot of faculty training during summer such as the Course Design Institute.
 - Training will focus on transparency of assignments, proctoring issues, non-traditional assessment approaches without proctoring, etc.
- Someone noted that he hopes the university has learned not to do major changes in the middle of the semester like taking away IT staff, etc. They should consult with departments about the best time to make major changes.
- Committee members were happy to hear that the Provost has publicly committed to creating a Post-COVID-19 Task Force that will involve all four major stakeholder groups.

Meeting was adjourned.



Committee on Professional Ethics and Academic Freedom

Academic Year 2020-21
March 30, 2021

The Committee on Professional Ethics and Academic Freedom (PEAF) met from last summer through this spring via WebEx. Between meetings, work was conducted via email and through subcommittee meetings.

Title IX Policy

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

Given the prospect of a changed approach under the Biden administration, and updated guidance from the U.S. Department of Education, it is entirely possible that PEAFF will be re-engaged with Title IX during the 2021-22 academic year.

Intellectual Property and Digital Recording

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

Code of Ethical Conduct

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

subcommittee and the full PEAFF). The Code was approved by the Committee on Audit and Compliance of the Board of Trustees, then the full Board of Trustees, in January and February 2021, respectively.

Additional Ethics-Related Projects

The Office of Ethics, Compliance & Privacy met with a PEAFF subcommittee in March to discuss collaboration on an update to the Conflict of Interest/Commitment Policy for Faculty and Investigators, to be undertaken prior to and during the 2021-22 academic year. In addition, at the suggestion of PEAFF members, the same PEAFF subcommittee initiated consideration of whether and to what extent faculty members when engaged in academic activities should be encouraged to acknowledge sources funding their research, as well as possible disclosure of funding by University centers and institutes. The subcommittee's work was held for consideration of possible synergies with the project being undertaken by the Office of Ethics, Compliance, & Privacy, but it appears likely that it will be substantially independent of that project.

Further meetings of the subcommittee will be scheduled presently. The subcommittee contemplates future coordination with the Research Committee.

Miscellaneous Work

The committee met to consider possible amendments that would permit distance voting at virtual meetings of the Faculty Assembly, including possible amendments to the Faculty Organization Plan, the Rules of Procedure for Faculty Assembly Meetings or alternative interpretations of the existing provisions. Language was developed for further consideration by PEAFF and, ultimately, the Senate as a whole, but after consultation with the Faculty Senate Executive Committee that effort was held in abeyance for possible consideration by the Senate at the outset of the 2021-22 academic year.

During the spring semester, the PEAFF co-chairs were also engaged in providing feedback as part of the Provost's review of proposed changes by several schools to their rules.

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



Faculty Senate

Faculty Senate Research Committee Standing Committee Annual Report May 22, 2020 – April 3, 2021

Members of the committee, Faculty Senate year 2020/21: McDonnell (Co-Chair), Sarkar (Co-Chair), Kurtzman (Executive Committee liaison), faculty (voting): Applebaum, Baird, Casey Cohen-Cole, Darcy Mahoney, El-Ghazawi, Engel, Jeong, Kay, Kouveliotou, Kumar, Kusner, Mason (GWSA), Peters, Pintz, Shiklomoano, Subiaul, Warren, Wei, Young, Zderic; postdoc: Cox (voting); GWSA: Mason (voting), ex officio (non-voting): ADRs Downie (CCAS), Freund (GSEHD), Zhang (SEAS), Cornwell (ESIA), Mallinson (SMHS), Hall (SMHS), Miller (SMHS), Geiger-Brown (SON), Hyder (SPH), Sommers (Library), AVP Research Lohr, Provost Blake.

Meetings: The Faculty Senate Research Committee held monthly meetings on the first Friday afternoon of every month via Zoom (September 2020– April 2021). Additional meetings were held over the summer (5/22, 6/5, 6/26, 7/24). The committee has met 13 times.

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

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

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

GW Research Ecosystem/Dashboard. The FSRC has completed two Research Ecosystem Reviews. The objective is an examination of the Research Ecosystem; both in the present form and potential for development to support the University in its quest to be a global preeminent research institution. The ecosystem collaborated with the GW Strategic Planning Committee: High Impact Research Committee. The OVPR has provided monthly updates to the progress in meeting the committees' recommendations. The OVPR is designing dashboards to communicate GW Research metrics to the GW and outside community. The committee is working with OVPR to decide on the top external research metrics and the top internal research metrics. These metrics will be based on committee (ecosystem/strategic planning) recommendations and will be used to monitor and evaluate the GW Research enterprise. The committee supports the existence of two or more type of dashboards; one that is university based and others that are tailored to each school, as well as internal dashboards that may be POD-based that would monitor those metrics that were offered as part of the Ecosystem 1 review (i.e.: research processes). OVPR has presented mock-ups of the dashboard to the committee. However, given the centralization (shared resources) and staff cuts to IT, the real-time dashboards do not have the support needed to be ready for this academic year.

GW Vice Provost of Research. Since July 2020, the position of VP Research has remained unoccupied. On March 4, Provost Blake announced a national search for a vice provost for research. The FSRC is engaged and interested in the hiring process. However, the FSRC also remains critically concerned about the lack of leadership in research during the current crisis, which has seen several critical changes and restructuring, primarily motivated by the financial consideration. As a result, FSRC feels that the research infrastructure has suffered significant losses. The FSRC feels that appointment of an interim VP Research is immediately needed to effectively advocate for research and to steer the research enterprise in this challenging period.



Faculty Senate

The Faculty Senate Standing Committee on University Urban Affairs (UUA) Annual Report 2020-2021

Submitted by: David Rain, Associate Professor of Geography
and International Affairs (CCAS)

In Summer 2020, with the COVID-19 pandemic in full swing and the campus largely shut down to most students and faculty, UUA was reconstituted with several new members under a new chair, David Rain from CCAS. Some new members were added to the roster.

Current UUA Members include:

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

*Faculty Senators

Committee Mission states:

The Committee on University and Urban Affairs helps foster continued good citizenship between The George Washington University and the greater Washington, DC metropolitan area. The University and Urban Affairs Committee serves as an ongoing catalyst for maximum efficiency in this area and prevents the duplication of effort between GW and the community itself. By affirmatively tracking GW's already allocated resources and initiatives, the

University and Urban Affairs Committee "paints the big picture" of GW's community relationship and subsequently provides the University with a valuable source of advice on continuous improvement and possible future endeavors.

The Faculty Senate Executive Committee (FSEC) identified the following goals for UUA:

1. Continue annual planning of programs to bring university faculty and administrators together with DC Government, citizen groups, and members of the Foggy Bottom community.
2. Explore ways for the university community to address the rising problem of income inequity and its effects on low-income housing and homelessness in DC.
3. Continue to work to improve the university's relationship with our Foggy Bottom neighbors in order to raise issues and develop solutions to issues of mutual concern.

Committee Actions (2020-21):

Due to the ongoing pandemic, all meetings of the UUA committee were done virtually via WebEx or Zoom. Members met on August 4, October 5, November 16, December 14, and February 1.

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

- *Tracking GW's resources and initiatives to paint the big picture (Committee Mission):* Committee members were involved in ongoing campus plans vis-à-vis the COVID-19 pandemic as it affected the renovation of Thurston Residence Hall, which took approximate 1,100 beds out of circulation for the duration of the 24-month project. GW had negotiated a voluntary agreement with Advisory Neighborhood Commission (ANC) 2A to allow some students to be moved to other housing (Aston Hall and 1 Washington Circle) where necessary. Due to the pandemic and the use of virtual instruction, the agreement's 24-month clock was not started.
- *Planning of programs to bring GW faculty, administrators with DC government, citizen groups and members of the Foggy Bottom community (Goal 1). Explore ways for the University community to address the rising problem of income inequality and its effects on low-income housing and homelessness in DC (Goal 2).*
 - Based on member discussions and interests and a review of Goals 1 and 2, UUA participated in two projects for 2020-2021:
 - **Project 1 – Housing Summit** at GW (led by Amy Cohen of CCAS and Ina Gjikondi of the College of Professional Studies: The UUA committee will co-host a virtual summit in partnership with the DC Department of Housing and Community Development on their Fair Housing Month Symposium to be held in late April 2021. The sessions will be fully virtual and may include GW faculty member Greg Squires. The committee is also working with Nashman Center and Office of Government and Community Relations to develop a process to collect comprehensive information about GW's engagement with the District of Columbia.

- **Project 2 – University Seminar on “Addressing Income Inequality and Creating a Coalition for Action.”** Committee member Anne-Marie O’Brien and Shaista Khilji led this effort, with an inaugural planning meeting on November 13 and a second meeting on December 4. Turnout for the first planning meeting was extremely strong. Attendees discussed the strengths of the University and the multiple overlapping communities and coalitions addressing inequities in health, wealth, and power in DC. GWU will be opening a new hospital in Ward 8 in 2024 that will be an opportunity to help increase awareness of health and economic equity issues in DC and the greater metropolitan area. The group also addressed the need to increase diversity at GWU through increases in hiring and retaining staff and faculty and increases in need-based scholarships for underrepresented students.

The second meeting of the Income Inequality Seminar Series on December 4 was well attended as well. Discussion centered on working with DC youth to learn how GW can partner with community members to improve health and wealth equity in DC. There was also recognition that many in the seminar as well as many in the GW community don’t know the full history of the Black DC community and factors that contributed to these disparities in wealth, health and power. Some suggestions included working with youth on policy literacy, and eventually creating a graduate seminar where the youth could co-learn with GW students in a critical service learning course. Consensus was that the group start small and meet its goals. Among the short-term goals were a January 22 meeting to invite some youth members to help plan a ‘History of Black DC’ event, and to develop a more cohesive network of GW faculty, students, and staff committed to promoting equity at GW and in the DC community. A long-term goal is to develop a seminar course (GW students and youth) on addressing income inequality in DC.

On Feb 22, 2021, in celebration of Black History Month, GW hosted a talk with Prof John Eason, Associate Professor of Sociology at the University of Wisconsin- Madison. Professor Eason discussed one of the most pressing social problems of our times, the widespread expansion of prisons, by linking the legacy of slavery and racial violence of Jim Crow to the modern political economy of underdevelopment in the rural South.

University Seminar Series will conclude the year with a final meeting in April.

Looking ahead to post-pandemic times, the UUA committee will be energized by the continuation of the above projects and with implementation of a hopeful return to campus by students, faculty, and staff. Due to another pressing campus commitment, David Rain will step down from his chair duties, so new leadership will be needed.

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

Reviewed by: UUA Members