



Faculty Senate

MINUTES OF THE REGULAR SENATE MEETING HELD ON OCTOBER 15, 2021 VIA WEBEX

Present: President LeBlanc; Interim Provost Bracey; Faculty Senate Executive Committee Chair Wilson; Parliamentarian Binder; Registrar Amundson; Senate Staffers Liz Carlson and Jenna Chaojareon; Deans Ayres, Feuer, Goldman, Henry, Lach, Matthew, Mehrotra, and Wahlbeck; Interim Dean Slaven-Lee; Professors Agnew, Baird, Briggs, Clarke, Cohen-Cole, Cordes, Galston, Garris, Griesshammer, Grynawski, Gupta, Gutman, Joubin, Khilji, Kulp, Kurtzman, Lewis, Marotta-Walters, McHugh, Mylonas, Parsons, Prasad, Roddis, Sarkar, Schultheiss, Tekleselassie, Tielsch, Vyas, Wagner, Wirtz, Yezer, and Zeman.

Absent: Dean Bass; Interim Dean Feuer; Professors Borum, Callier, Johnson, Kieff, Lill, Vonortas, and Zara.

CALL TO ORDER

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

APPROVAL OF THE MINUTES

The [minutes](#) of the September 10, 2021, Faculty Senate meeting were approved unanimously without comment.

Professor Cordes moved to make the recording of today's presentation of the update on the Campus Facilities Master Plan available to relevant Senate standing committees that request it. The motion was seconded. The motion was adopted by unanimous consent.

REPORT: Fall 2021 Enrollment Update (Jay Goff, Vice Provost of Enrollment & Student Success)

Referencing the [attached](#) slides, Vice Provost Goff updated the Senate on Fall 2021 enrollment. The Fall Census was taken on Saturday, October 9, and his team has begun its work analyzing the student registration trends and persistence levels. He indicated that his presentation today would highlight some initial census data and discuss some planning work his office will be undertaking over the coming weeks and months.

He expressed that it is very exciting to have students back on campus from both the staff and student perspective; everyone is committed to ensuring in-person enrollment can be maintained. He expressed his thanks to the entire GW community, the enrollment and admissions teams and to

Dean Ben Toll and Associate Vice Provost Georgette Edmondson Wright, noting that this year's enrollment successes and rebounds were a major team effort involving outreach, referrals, and other hard work around assessing applications and encouraging students to come to GW. As a result of this hard work, GW has enrolled an outstanding class this fall.

Vice Provost Goff highlighted data from the most recent census data, noting that deeper dives into the data are yet to come. Overall, he stated, things look good and enrollment is on track, with nice increases in the residential full-time student population and with retention and graduation rates almost where they were before the pandemic. He added that, as expected, international and part-time student enrollments are still experiencing negative impacts due to the pandemic. The new student class this fall is about 30% larger than the one that enrolled in Fall 2020. He reviewed the enrollment targets for Fall 2021 and the resulting new undergraduate students in the five residential colleges, noting very successful outcomes in this area. He noted that, as anticipated, overall graduate enrollment is slightly below that of Fall 2020.

With regard to the new first-year and transfer class, Vice Provost Goff highlighted numbers from Fall 2019 and Fall 2020 as compared to Fall 2020, including the target numbers for Fall 2021 established through work with the Future Enrollment Task Force (FETF).

He also pointed out that first-year undergraduate geographic diversity is strong, with new students coming to GW from all the states except Wyoming and North Dakota; in addition, enrollment was up for students from the DC area. Vice Provost Goff noted that the decline in international enrollment for this population was expected. He added that the university is working on strategic initiatives to restore those numbers once the pandemic settles down and more international recruitment can be done in person. The academic strength of the incoming class is also strong, and the university saw rebounds in the number of underrepresented minority, first-generation, and Pell-recipient students (another key demographic note is that GW was able to meet the full need of its Pell grant students this year). These outcomes illustrate the success of GW's access and diversity outreach efforts in the last, largely virtual, recruitment season.

Overall enrollment is down about 2%, and Vice Provost Goff confirmed that this has largely been due to international students not being able to get into the United States and onto campus despite GW's strong application levels from this group. He noted that the primary work right now will be focused on how to develop outreach and recruitment plans that will help the university regain these international numbers and get more actively engaged with the international community, given what an important part of GW's student body international students represent.

Vice Provost Goff closed by noting that his team is now starting to break the fall census data down further, by school and other levels, and will provide additional reports, working closely with the Educational Policy and Technology (EPT) and the EPT's new FETF.

Professor Cohen-Cole asked whether direct comparisons between 2019 and 2021 (as opposed to 2020 and 2021) might be made available. Vice Provost Goff responded that multi-year data will be available as more census data analysis is done.

Professor Parsons asked how GW is dealing with the souring of U.S. relations with China, wondering if enrollment strategies may have to change given this development. Vice Provost Goff responded that the good news is that there is continued strong interest from students in China. He

expressed that the best path at this point is for GW to continue to be active in the partnerships and relationships it currently has in China, ensuring that the university continues to communicate actively with these groups.

Professor Tekleselassie asked how GW's international numbers compare with other peer institutions and what strategies the university is putting in place to shore up future international enrollments. Vice Provost Goff responded that GW has typically had proportionately slightly higher international enrollments than its peer comparison groups. GW has always had a healthy international population; based on feedback his office has received from across campus, it is clear that the university wants to continue to be strong in this area. Strategies include working with the graduate enrollment management task force to look at aggressive short-term strategies while international travel is restricted; this includes accessing and attending virtual college fairs, which are very important internationally, especially to graduate students. In addition, his team is looking at whether there are additional virtual forums where GW can meet and connect with students it would like to attract as well as looking at organizations (e.g., partnerships groups, alumni) with prospective student lists that would be helpful to GW's international recruitment efforts.

Professor Wilson commented that there was a concern some years ago about the depth of GW's applicant pool and the relative academic quality of the admitted class. Vice Provost Goff responded that his team is always focused on the need for the prospective student population to be strong, qualified, and interested. He noted that the early indicators this fall are showing very good prospects and early applications on the undergraduate side. He added that early testing indicators are also strong and that interest is coming from dedicated and strong students.

Professor Wirtz agreed with the thesis of Professor Cohen-Cole's earlier point about the value of comparing this fall's numbers to those of Fall 2019. It is clear, he noted, that the numbers are very strong compared to Fall 2020 and that the admissions and enrollment teams have done an extraordinary job. In comparing this fall's numbers to 2019, however, it appears that GW has some way to go in terms of a full recovery and that the status quo would not be sufficient in looking toward 2022. Noting that the university is approaching the Early Decision 1 (ED1) date, he asked whether there are specific targets in place now for ED1 admissions and, if so, what they are. Vice Provost Goff responded that the plan now is to use undergraduate enrollment targets that are similar to those used last year. GW will graduate its large 2018 and 2019 cohorts in May 2022 and 2023, respectively, and he noted that he is looking at a similar goal template from last year for Fall 2022 enrollments. The university would like to have additional students apply through the ED process and has changed some communications to encourage students to think about early applications. He added that he will be discussing this with EPT and FETF. Professor Wirtz asked whether there is a specific ED1 target and, if so, what percentage of the class it represents. Vice Provost Goff responded that the target range is closer to where the university was in 2016-2018, as opposed to the smaller numbers in 2019-2020.

Professor Griesshammer asked whether the university observed an impact of the Trump-era rule that students can switch their college acceptances after the first of May. Vice Provost Goff responded that no effect of this rule was seen at GW this year.

President LeBlanc thanked Vice Provost Goff for his report and his team's very hard work under difficult circumstances in bringing a strong class to the university this fall.

REPORT: Strategic Campus Facilities Master Plan Update (Mark Diaz, Executive Vice President & Chief Financial Officer)

Referencing the [attached](#) slides, CFO Diaz noted that he last provided the full Senate with an update on the Strategic Campus Facilities Master Plan (SCFMP) in 2020. He confirmed that the presentation being shared with the Senate today was also presented to the University Leadership Council and to the Board of Trustees.

CFO Diaz provided some context for the update, distinguishing the SCFMP from another campus plan and describing what precipitated the SCFMP. All three of GW's campuses have regulatory campus plans; the [Virginia Science and Technology Campus's \(VSTC\) plan](#) is under the jurisdiction of Loudoun County, and the [Foggy Bottom \(FB\)](#) and [Mount Vernon Campus \(MVC\)](#) regulatory campus master plans are under the jurisdiction of the DC Zoning Commission. The MVC plan is a 10-year plan that expires at the end of 2021; the university is now in the final stages of negotiating a new 10-year plan and is working with its MVC neighbors and the District on this.

The FB plan is a 20-year regulatory plan that was approved in 2007 and expires in 2027. That plan granted the university several rights, including approximately 3.5 million square feet of development rights across more than 20 development sites on campus. CFO Diaz shared a [rendering](#) of the 2007 FB regulatory campus plan that shows the sites identified as potential development sites as well as their primary use categories (academic, residential, commercial). This plan was submitted to the DC Zoning Commission, which granted the development rights for those locations. He noted that there is a key stipulation in the 2007 plan: namely, that the 3.5 million square feet of development rights comes with a vesting stipulation. If GW builds or obtains approval to build 70% of the 3.5 million square feet (all new space, not renovations), then the remainder of development rights vest with the university. If that threshold is not met by the plan's expiration in 2027, then the university loses the developmental rights it has not built at that point. Since 2007, the university has either built or obtained approval to build about 1.5 million of the 3.5 million square feet, representing 43% of the 3.5 million total. To reach the 70% threshold, GW would need to build or obtain approval to build an additional 900,000 square feet by 2027. This means that the development rights under the current plan are on a clock and that there is no guarantee that GW can recapture those development rights if they're not vested by 2027.

The SCFMP serves to inform and complement the regulatory campus plan. The regulatory plan has boxes on a map noting development sites but doesn't go into specific programmatic or strategic uses of those sites. A strategic facilities plan—the SCFMP—is needed to shape and bring order to the regulatory plan and the campus's inherent randomness. CFO Diaz noted that the planning process sought to better understand and improve the flow and orientation of the campus. Currently, the FB campus has a physical identity crisis; it blends into its surroundings, and it isn't always clear whether one is on campus or not. All this precipitated the initiative to develop the SCFMP. The project launched in 2019, establishing a steering committee that includes representation from the Senate (Professor Ellen Costello, who was at that point the chair of the Physical Facilities Committee, and Professor Tony Sidawy), the student body, academic leadership, and residential life as well as extensive staff support. The plan is an involved effort, and the campus planning firm Cooper Robertson was engaged to work on the plan with the university. The SCFMP is now in its final stretch, and there was tremendous community engagement with the project even through the

pandemic. As the project continues, CFO Diaz noted that the [SCFMP website](#) will be updated to reflect the latest work, including reports and design standards.

Before recognizing Vice President for Safety and Facilities Scott Burnotes, who CFO Diaz noted has become a subject matter expert in this area after coming in mid-project, President LeBlanc made some remarks.

The President noted that the SCFMP represents a lot of big ideas and concepts as the university thinks about the long-term future of the campus. He stressed that the plan is not a commitment or budget to any specific project. No potential project in the plan has been approved by any entity at GW for funding or construction, and every potential project in the plan would have to go through all of the normal approval and budget processes to become a reality. He noted that the plan is also a response to the challenge GW faces with regard to the development rights in the regulatory plan. Those development rights were achieved through a complex negotiation process with the District, and the university doesn't want to let them lapse by mere inattention to a deadline. The university does want to respond to future campus development and try to maintain those rights as best it can; this will require careful thought over the next few years to have built or to have approval to build out those development rights.

The President recognized that there is a question of how the university can have the SCFMP without an overarching strategic plan. He noted that the reality is that GW is on the clock with this particular issue and that some decisions can be made that are consistent with GW's future without knowing what the next strategic planning process might produce. The SCFMP represents the need to have something on which to build the decision process over the next 6 years, even though COVID-19 has interfered with many other plans and operations. The SCFMP is a planning document with big ideas and big concepts that represents a basis for starting to move forward with more specific plans.

Professor Wilson asked whether anyone has asked the District if the 2027 deadline might be extended, given the interference of the pandemic. President LeBlanc responded that he is not sure the District is in a position to make decisions now about a deadline that is six years away. CFO Diaz noted that the District granted the university a 6-month exception on the MVC plan, which comes to completion this year, but weren't willing to do more. The District also temporarily relieved the university of some housing requirements at FB; that relief was not approved to carry forward beyond its initial term despite the university's request for a continuation. These indicators would suggest that extensions are not forthcoming.

Professor Cohen-Cole asked whether, given that this plan will have monetary costs associated with it, Cooper Robertson was given any budget-based limitations in their work. CFO Diaz responded that the SCFMP is not a capital projects or capital budgeting effort. Rather, it attempts to build a road map to guide or inform decisions that won't disrupt the campus and that will optimize and bring order to the campus. The university didn't place financial constraints on this campus planning exercise, as that is not how this type of exercise works. If, however, the university decides these are concepts it wants to pursue (or if other new concepts are introduced along the way), then a capital budgeting and planning effort, including feasibility work, would necessarily take place to determine the resources necessary and available that are needed to guide project. Once the broad concepts are developed via the SCFMP, the scale of implementation can be adjusted for fiscal limitations.

Professor Tielsch asked when and how building processes are approved in the regulatory plan. CFO Diaz responded that, while the regulatory campus plan permits the development of sites, there is a project approval process with the District before specific work can begin. He noted that any project approved by the DC Zoning Commission before the expiration of the master plan counts toward the vesting requirement (Zoning Commission approval precedes the pulling of permits for a project). Professor Tielsch followed up, asking if the university tears down and rebuilds, whether it receives credit for the entire square footage of the rebuild, or if the teardown square footage cancels out the rebuild square footage. CFO Diaz responded that only incrementally new square footage counts toward vesting, and therefore teardowns don't count. He noted the example of Thurston Hall, which represents a complete do-over of that building—that square footage doesn't count toward vesting. In addition, all the historically designated or contributing buildings that the university is required to renovate do not count toward the vesting threshold.

Professor Yezer noted that, given space rental rates of \$70 per square foot, construction costs of \$300 per square foot, and borrowing cost at 5% such that the annualized building cost is \$15 per square foot, there is a potential 20% return on construction to the university. The reason for this high return to investment is that land on campus is worth over \$1,000 per square foot. He asked whether, assuming a build cost of \$300 per square foot, it is reasonable to think it would cost about \$270 million to develop the remaining 900,000 square feet needed to reach the vesting threshold. CFO Diaz completely agreed with Professor Yezer's point on the potential of a strong return to the university. He responded to Professor Yezer's question about construction costs by noting that this heavily depends on what is built—wet lab and research space is different from classroom space, which is in turn different from clinical space, which is in turn different from residential space. He noted that he could give Professor Yezer some sense of average build-out rates offline.

President LeBlanc recognized Vice President Burnotes for the balance of the presentation. Mr. Burnotes noted that many of the “big ideas” for both the FB and MVC campuses haven't changed. He displayed [graphics and descriptions for these concepts](#) as well as an outline of the vesting impact of the 2007 plan and a timeline concept of how this could be achieved. Any work toward an actual project on a development site would begin with program and feasibility studies. CFO Diaz added that none of the development sites as granted by the 2007 plan are not designated as historical or historically-contributing sites; those sites cannot be named as development sites. He also noted that the images shared are conceptual musings and are not architectural renderings that would lead to an actual project; they are simply opportunity ideas. Finally, the SCFMP focuses on the two campus plans in DC that are either about to expire or are on a clock. This plan did not include VSTC in its scope; at some point, strategies will be developed for that campus with an effort to conduct a similar exercise.

Professor Wirtz asked a broader question of how the university got to this point and where it goes from here. He noted that the Senate has focused for many years on how the university goes about making sure, to the extent possible, that all of its students are sufficiently funded to be able to come to GW, including those without the resources to do so. The rumor, he stated, is that this plan could entail \$1 billion or more of university investment; that is money that could also be used for other priorities. He asked when and whether there will be a discussion about the resources going into this plan that addresses possible alternative uses for this money. He noted that the vesting arrangement implies that this plan is a fait accompli. He asked whether this is in fact the direction the university wants to go or whether these dollars might be better spent elsewhere, even if the vesting arrangement with the District has to be renegotiated.

President LeBlanc thanked Professor Wirtz for his very strategic question. He noted that the university indeed has the opportunity to say that maintaining these vesting rights is not worth it and that they can be let go because the university wants to do something else with its resources. He noted that GW has a lot of information on its financial aid needs and that the university can do two things at once (noting a major investment this year to meet the full need of Pell-eligible students and a major new fundraising effort for financial aid). He added that it is hard to compare facilities to other alternatives for resource expenditures without understanding what facilities are being considered. The SCFMP represents conversations with the GW community about what is needed on campus, and the plan is then needed to put a framework around these big ideas. He noted that one potential project that has been included for some time is the ambulatory care center, given the inadequacy of the Medical Faculty Associates (MFA) building for modern medicine. The expectation of a new ambulatory care center is that the building would be largely self-financing due to clinical care revenues.

He added that it is very difficult to borrow money for financial aid but very easy to borrow money for building facilities. The SCFMP has created a planning framework for considering future facility development; now, the university needs to go through the process of making decisions. The university also needs to consider the question of deferred maintenance in existing spaces, which is extremely expensive; new construction can be more cost effective than deferred maintenance on old spaces. He noted that Professor Wirtz raises a fair point and that this is an important discussion to have. CFO Diaz added that Professor Wirtz is touching on something analogous to a strategic financial plan—the SCFMP is not that but would help inform that exercise and determine in what the university wants to invest, what the competing needs are, and other considerations. He affirmed that he would engage with the Senate committees on the five-year financial planning exercise that would commence late this fall.

Professor Grynawski referenced the slide showing the first four buildings that appear to be prioritized for project consideration. He noted the very real possibility that a new ambulatory care center would require the teardown of two buildings that are currently providing classroom, office, and housing space as well as the possibility that financial constraints could halt the overall campus building project after one building within a six-year timeframe. If that project proved so expensive that the university stopped there, the campus would have losses in academic and residential areas, representing a net loss to the undergraduate experience. The level of debt the university would accrue might jeopardize financial aid, and the net effect would be to harm the undergraduates. He noted that implementing part of the plan and not the whole plan could actually have a negative impact on the undergraduate experience, ultimately making GW less competitive. He asked how the prioritization of the ambulatory care center was identified and what teaching and research need it satisfies. Further, he wondered to what extent the renderings in today's presentation represent real possibilities for projects as the District has already said it would not permit several important elements of the plan (e.g., the number of sky bridges, the closure of H Street, etc.) and whether there is an updated plan that reflects what the District is likely to approve.

CFO Diaz responded that, while potential projects are listed with numerical references on the slide's map, he wouldn't characterize any project as having priority over another at this point. Even prior to the SCFMP effort, the ambulatory care facility and the state of the MFA's current operations was an area of concern; the current MFA building houses a great deal of academic activity in a very out-of-date clinical setting. The next question is where an optimal site for a new ambulatory care center

would be, and the SCFMP process helped inform that thinking. He added that it is important to understand that the current MFA building is actually two buildings, with its main address on Pennsylvania Avenue. A new ambulatory care center on a different site would end up providing GW with an opportunity to leverage the existing MFA site as a commercial development that can then use to help finance other aspirations (e.g., building out a new home for the Columbian College of Arts and Sciences (CCAS) or a new research facility). He noted that, while it is a provocative number, he wouldn't spend a lot of time on the \$1 billion number per se. These aren't projects yet, and attaching dollars to these ideas now isn't practical. He emphasized that the university doesn't need to spend whatever the project cost is within six years; projects just have to be approved on that timeline if the university wants to hold on to the development rights in the regulatory plan. He agreed that the university shouldn't bend over backwards to keep these development rights if it doesn't make strategic sense to do so, whatever the cost of any of the projects might be. He noted that it is important to pay more attention to what GW can pay for, through financing and ground leases.

With regard to Professor Grynawski's second question, CFO Diaz noted that there is a lot of process involved with negotiating what the District will permit. The idea behind the SCFMP is to get concepts out of this exercise and see which ones make sense. How that then gets translated into a project that is negotiated with the District is a step past that. (He noted that the H Street concept wouldn't require a lot of capital investment but has transformative potential for the campus, given its central location, across a broad range of project possibilities.)

Professor Galston, referencing the fact that the SCFMP process obtained community input before moving forward with Cooper Robertson, asked whether the university can commit to another campus-wide discussion before moving forward. She noted the importance of addressing questions and having discussions at the community level to better inform the prioritization of new projects and asked when this might take place so as not to impede the time-sensitive process involved. President LeBlanc responded that he would take this recommendation to the ongoing steering committee that has been shepherding this process and would talk with them about how best to address it.

Professor Wirtz noted that both faculty representatives on the SCFMP steering committee are from the medical side of university and that there didn't seem to be non-medical faculty participation. While he affirmed that both Professors Costello and Sidawy are excellent representatives in this endeavor, he opined that the steering committee membership should be broadened to expand faculty input. He also asked a question about the plan itself: he noted that, in the process of putting the plan together, some assumptions would have been necessary about the number of students the university can support and asked what those assumptions were and whether they are still valid given changes brought about by the pandemic. He noted in particular the fact that the Thurston renovation reduces the housing available there, that the university has abandoned plans for a new dorm, and that at least one slide in the presentation suggests that Madison Hall might be taken offline under this plan.

President LeBlanc responded to Professor Wirtz's comment, noting that the steering committee representatives were forwarded by the Senate. At that time, Professor Costello was the chair of the Physical Facilities committee. He noted he would take this concern back to committee to consider an expansion as Professor Wirtz suggested.

CFO Diaz responded to Professor Wirtz's question, noting that the steering committee didn't put many constraints on Cooper Robertson in this effort but did provide them with the current makeup of the student body with only the changes the university knew was coming (e.g., Thurston's change in capacity). Those assumptions didn't change through the pandemic despite reasons to be concerned about enrollment and residential life. Professor Wirtz followed up, asking whether the plan as currently envisioned places any constraints on the number of students GW could house on campus. CFO Diaz responded that, if the university states a particular number in terms of enrollment/capacity, that number will necessarily drive the planning process for concepts being implemented, not the other way around.

Professor Cordes asked how specifically a concept needs to be developed for the university to get credit toward vesting. CFO Diaz responded that, if a concept translates into a project, a university project planning process would take place before the DC review process. This would include program and financial feasibility studies, followed by engaging architectural and engineering firms. Construction documents would then be produced, and then the DC Zoning Commission review process would take place. Once the Zoning Commission approves the project, it counts toward the vesting threshold.

Professor Khilji reminded the Senate that, in December 2006, [Resolution 06/4](#) was passed by the Senate. Resolving Clause 2 of that resolution affirmed that the Graduate School of Education and Human Development (GSEHD) assumes the priority of the next academic construction project. She noted that there is no mention of G Street or GSEHD in this plan.

Professor Cohen-Cole asked whether the plan documents referenced in the slides can be shared with Senate. CFO Diaz noted that these documents are project deliverables and are almost fully completed. One or two of the manuals still needs the steering committee walkthrough by Cooper Robertson; once that is done, he affirmed the materials will be posted on the [SCFMP website](#).

Professor Cohen-Cole also asked whether the proposed new ambulatory care center would take Madison Hall offline, given the apparent bridge to that building site on the "big ideas" slide. He asked whether GW would commit in the planning process to not taking residential space offline and perhaps even adding more residential space, noting the impact of housing on university revenues and the need to house its students. CFO Diaz responded that the planners were trying to figure out how to utilize campus footprints. He noted that Madison Hall is historically designated and therefore not one of the development sites available. He referred back to the DC regulatory plan, which provides approval rights for development sites in primary use categories (of which residential is one). Those categories dictate the overarching general use for each site; for other sites tagged for residential use, the university would evaluate its priorities in terms of increasing residential capacity. Professor Cohen-Cole reiterated his question on whether the university can commit to not reducing beds on campus, noting that it would be a shame to commit to a new building plan that results in fewer beds, impacting academic planning for year to come and essentially implementing the now-defunct 20/30 plan by stealth. CFO Diaz responded that there are no stealth intentions, noting that everything was on the table for this broad planning exercise. He stated that the pursuant planning phase is where questions like this—as well as constraints and opportunities—can be prioritized and implemented. By way of an example, he noted that Thurston Hall was reset to a lower residential capacity in order to decompress it from previously unhealthy occupancy levels and thereby improve the student experience.

Professor Tielsch noted that one way to reduce renovations and their associated cost is to tear down facilities that desperately need to be completely redone; he referenced Tompkins Hall, which would certainly cost a fortune to renovate, as a prime example. He noted that there is a balancing act between being able to tear down and build new, which can remove the obligation for costly deferred maintenance on old spaces. CFO Diaz expressed his complete agreement with this point, noting that the university is currently in the position of having to apply good resources to bad buildings (e.g., Building GG). The university needs either a commitment to deferred maintenance or a recapitalization of investment into new spaces. He noted that, other than buildings with historical designation constraints, this is how the university should approach this balance.

Professor Wilson expressed his view that it is very important to expand the SCFMP steering committee membership to include more parts of university, particularly the schools. He asked whether increasing classroom space is part of the consideration in the plan, given that most of the university's budget comes from tuition. He also asked a big picture question: in principle, the university is going through a lot of effort to preserve this vesting option, and, as a finance person, he asked whether anyone has considered what the option is worth before the university puts a lot of effort into preserving them.

CFO Diaz responded that, using a set of assumptions, it is absolutely possible to quantify the value of the development rights. The more challenging thing to quantify, he noted, is the potential cost of trying to reacquire the development rights once they've been surrendered. President LeBlanc noted that the next step is determining how the process goes forward from here. The SCFMP planning exercise is nearing completion, and the Board and GW community now need to determine how to use the road map provided by the exercise.

Upon requesting and obtaining information about the number of Senate members in the question queue, the President noted that the topic has been extensively discussed and that discussion of the current agenda item would close following the next question, particularly given that both CFO Diaz and Mr. Burnotes had previous commitments and would need to depart the meeting shortly.

Professor Wirtz noted that this discussion centers on topics with relevant long-term implications for the GW community. He asked to what extent it is wise to move forward in any important way without the input of GW's future leadership. He asked whether the university is looking at making decisions impacting GW's future that would be better made in consultation with its future leadership. President LeBlanc responded that he doesn't see making decisions on this issue in the remaining couple of months of his tenure and that these questions should be raised with Interim President Wrighton. He noted that there are many things in the plan that could not feasibly be done in the next year or two but that the university probably does need to decide in calendar 2022 whether it will start to take concrete steps on some projects, if there is indeed a desire to preserve the development rights in the regulatory campus plan.

Professor Cohen-Cole raised a point of information regarding the identities of the Senate members remaining in the question queue. Upon receiving the response, Professor Cohen-Cole indicated that he would like to hear the remaining questions. The President requested the Parliamentarian's advice; she indicated that Professor Cohen-Cole could make a motion to permit questions on the present agenda item to continue. Professor Cohen-Cole moved that the remaining questions in the queue be heard. The motion was seconded and adopted by unanimous consent.

Professor Galston asked what the process would be to expand the SCFMP steering committee as soon as possible and who has the authority to do so. In the meantime, if the steering committee is meeting regularly, she asked whether those not officially on the committee might attend meetings on an informal basis. President LeBlanc responded that he would take these questions to the steering committee.

Professor Marotta-Walters noted that one has to factor in that the current MFA is sitting on prime real estate which could yield comparable revenue as the current Whole Foods complex does, thereby providing funding for residences.

Professor Tekleselassie hoped that the steering committee would visit the GSEHD building to understand the serious deficiencies of the space and the fact that GSEHD faculty and staff lack a proper space in which to work. Professor Khilji reiterated her earlier reference to Senate Resolution 06/4. She noted that she studies inequalities and how organizations reinforce and perpetuate those inequalities and that she wants the steering committee to think about buildings that are left behind, haven't been updated, and are in sub-par (or worse) condition. Speaking on behalf of her GSEHD colleagues, she pressed the administration and the steering committee to be mindful of how their decisions perpetuate an inequitable culture and sow faculty discontent.

GENERAL BUSINESS

I. Nominations for membership to Senate standing committees

The following committee appointments were approved by unanimous consent:

- Professional Ethics & Academic Freedom: Nicholas Kyriakopoulos (SEAS Emeritus) & Sylvia Marotta-Walters (GSEHD)

In addition, new committee chairs were confirmed by unanimous consent, and the Senate was notified of the Student Association appointments to standing committees (see [attached](#) for both).

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

See [attached](#) for Professor Wilson's FSEC report.

III. Provost's Remarks

See [attached](#) for the Provost's remarks.

BRIEF STATEMENTS AND QUESTIONS

Professor Cohen-Cole asked whether the work done by the Diversity, Equity, and Inclusion (DEI) subcommittee of the Appointments, Salary, and Promotion Policies (ASPP) will be included in the DEI initiative taking place in the Provost's office. Provost Bracey responded in the affirmative, noting that he and Vice Provost Laguerre-Brown have consulted with ASPP and its subcommittee on the plans to move forward with this effort; the plans were enthusiastically received. As the composition of the core DEI group is considered, he noted that the co-chairs of the ASPP subcommittee immediately came to mind as those who would ideally be part of this group. He noted that he and Vice President Laguerre-Brown are currently working on collecting literature on best

practices as well as other materials, including the report submitted by the subcommittee to Provost Blake as well as a report and recommendations on faculty hiring then-Vice Provost Bracey submitted to Provost Blake. The comprehensive committee that will drive the DEI review process will have the benefit of those reports as well as the expertise of the specific personnel who authored those reports. He noted that this would be a very inclusive process designed to ensure maximum inclusion.

Professors Cohen-Cole noted that he is hearing from some students and parents that there are issues getting through to SafeRide and asked who can address this. Provost Bracey responded that he would bring this to Vice President Burnotes's direct attention.

Professor Wagner noted that she is looking forward to being part of the DEI initiative and process. She underscored the Provost's point that all the work done before this point is available, and she welcomed the opportunity to continue working in this area. She noted that EPT has invited representatives from student service areas to obtain input on on-campus pressure points. She asked that her colleagues send any areas of concern to her.

Professor Griesshammer noted that staffing shortages are now such that, in IT staff are now answering twice as many tickets as they did previously and that, elsewhere, there are continued issues with academic advising and sponsored research staffing, as well as ongoing HVAC concerns. He asked whether there is any movement toward increasing hiring to ease these issues for the spring term. Provost Bracey responded that, as part of the academic planning process, he will be working on identifying pain points in the schools that aren't necessarily school-specific but belong to broader areas of university functions. He noted that he then hopes to present a comprehensive set of categories to budget and operational leadership to help them understand what faculty and staff are facing and underscoring that some of these issues can be solved through additional staff hires. He stated that he wanted to present an informed viewpoint and a comprehensive accounting of these pain points as well as intentional recommendations for addressing them.

Professor Marotta-Walters noted that she was asked by her GSEHD colleagues to raise the issue of the attempted sexual assault that took place in the G Street garage. She stated that, given the statistics that one in three women and one in five men experience sexual assault, it would be helpful for the university to make a statement on periodic basis about resources available for those who are triggered when an incident like this occurs on campus. She echoed Professor Cohen-Cole's concerns about SafeRide access and also noted that the SafeRide and Guardian apps do not work underground, reducing their effectiveness in parking garages. Provost Bracey responded that he would also bring this to Vice President Burnotes's attention.

ADJOURNMENT

The meeting was adjourned at 4:52pm.

THE GEORGE
WASHINGTON
UNIVERSITY
WASHINGTON, DC

Fall 2021 Enrollment Update

Faculty Senate
October 15, 2021



Fall 2021 Enrollment Update

We are back on campus, and students are thrilled to be here!



Fall 2021 Enrollment Overview

➤ Overall Enrollment On-track with Targets: 26,457 Total Headcount

- Positive increases in new residential full time student enrollments
- Student retention and graduation rates have returned to near pre-pandemic levels
- Slight decline in total enrollment due to fewer international and part-time students

➤ Residential Undergraduate Enrollment: 9,864* (Total Undergraduate Enrollment: 10,929)

- New UG student class rebounded well: 2,571 FY students, about 30% larger than Fall 2020
- First-to-Second year retention improved from 88% to 91%
- Over 70% of Spring 2021 students who took a Leave of Absence (LOA) returned this Fall
- Academic profile remains very strong

➤ Graduate and Professional Enrollment: 14,887

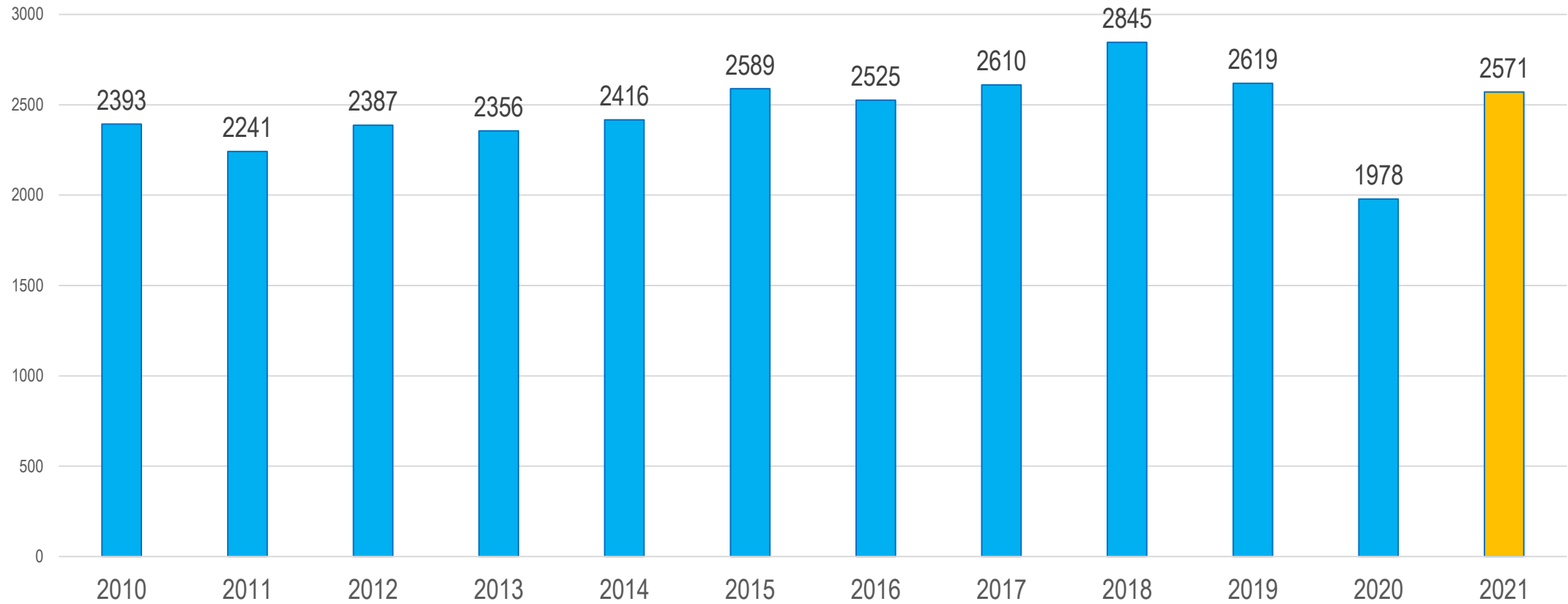
- As anticipated, overall graduate enrollment is slightly below Fall 2020
- International and part-time adult enrollments are still being negatively impacted by the pandemic



*Residential Undergraduate Schools: GWSB, CCAS, ESIA, SEAS, and SPH.

2021 Enrollment Update

First Year Students - Census (Residential Schools)



NEW TRADITIONAL UNDERGRADUATES FIRST YEAR & TRANSFERS

New Undergraduate Students in the 5 Residential Colleges	Fall 2019	Fall 2020 Virtual Semester	Fall 2021	Fall 2021 Target
First-Year Freshmen	2,619	1,978	2,571	2,475 - 2,550
Transfer UG	120	296	138	150 - 300
Total New Res. Undergraduates	2,739	2,274	2,709	2,650*

*SOURCE: GW IRP - includes part-time students in the residential colleges
2021 Consolidated Planning Target

NEW TRADITIONAL FIRST YEAR UNDERGRADUATES BY HOME STATE



SOURCE: GW Admission Dashboard
 #s indicate the total headcount enrolled from the state or common wealth
 Arrows indicate whether the Fall 2021 enrollment is higher (green), equal (blue) or lower (red) than Fall 2020

2021 Enrollment Update

Enrolled First Year Demographic Data

Academic Profile	Fall 2019	Fall 2020	Fall 2021
MEAN GPA	3.66	3.67	3.66
MEAN SAT COMPOSITE	1364	1354	1387*
MEAN ACT COMPOSITE	31	31	32*
MEAN ACRK	4.46	4.51	4.47

Demographics		Fall 2019	Fall 2020	Fall 2021
MALE	%	38%	35%	37%
FEMALE	%	62%	65%	63%
STATES REPRESENTED	#	48	48	48
COUNTRIES REPRESENTED	#	64	44	47
INTERNATIONAL	%	14%	8%	6%
	#	374	160	157
URM	%	20%	23%	21%
	#	526	449	530
TEST OPTIONAL	%	28%	30%	56%***
	#	738	587	1,440***
FIRST GENERATION	%	13%	13%	14%
	#	342	260	360
PELL RECIPIENTS	%	15%	16%	15%
	#	379	325	379

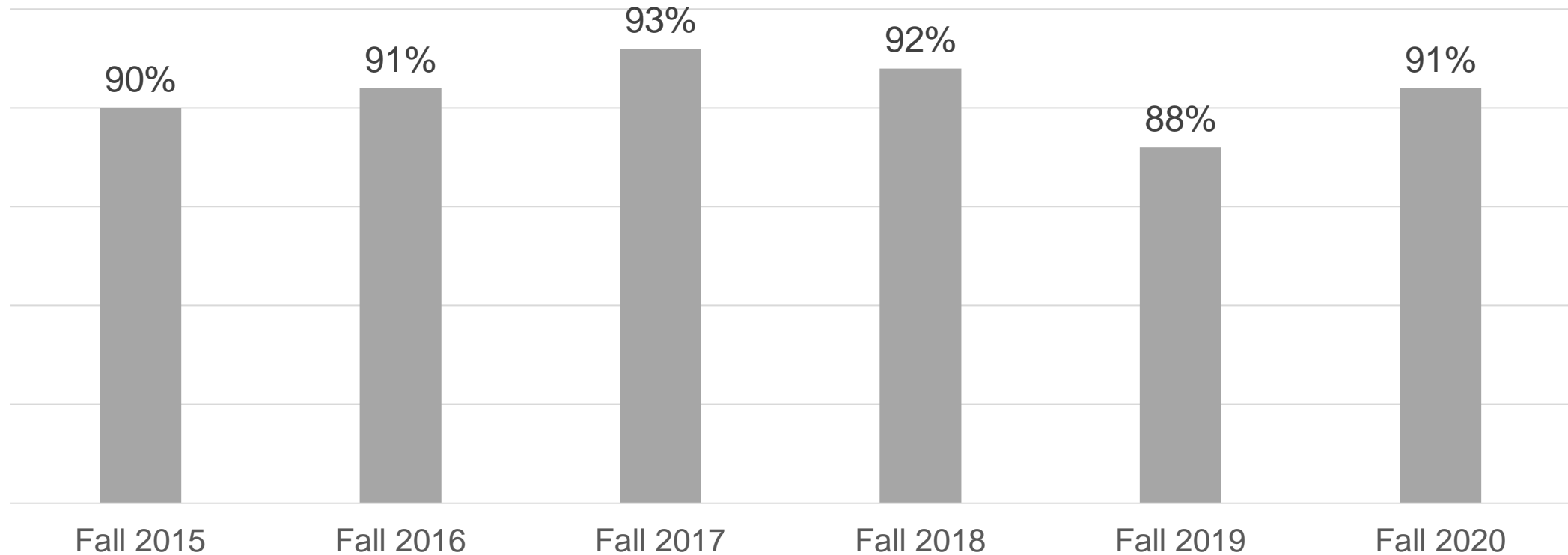
*Due to the pandemic, only about 44% FY students submitted a SAT or ACT score

**New common app feature allowed more FY applicants to declare an intended major in specific academic field

***Limited testing during the pandemic decreased the number of applicants with SAT or ACT scores

2021 Enrollment Update

First-to-Second Year Retention Rate by Cohort Entry Year



SOURCE: IRP Student Retention Dashboard
Fall 2021 retention rate is preliminary as of the October 9, 2021 census

Fall 2021 Enrollment Update

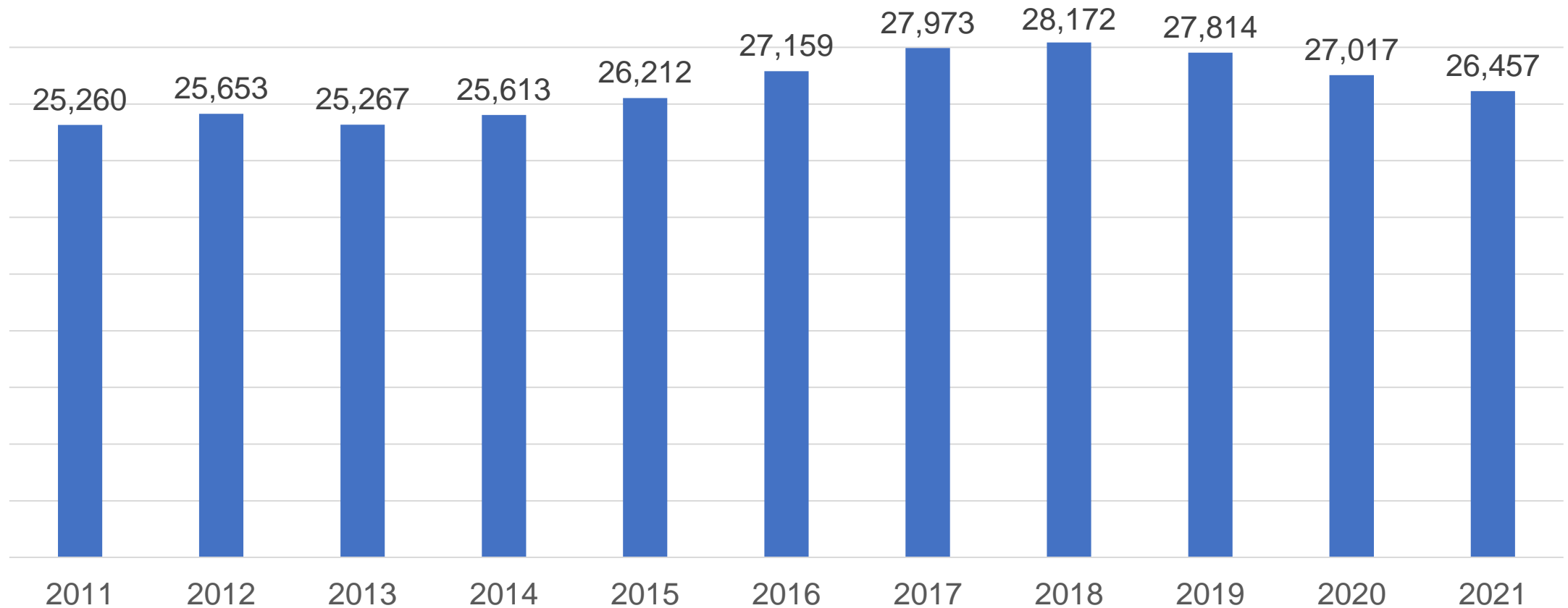
Total Headcount: IPEDS Comparison of 2019, 2020, and 2021

STUDENT CATEGORY	Fall 2019	Fall 2020	Fall 2021	Diff. # 2020 to 2021	Diff. % 2020 to 2021
Total Undergraduate*	12,031	11,104	10,929	-175	-1.6%
Total Graduate & Professional	15,205	15,177	14,887	-290	-2%
Total Non-Degree	578	736	641	-106	-28%
Total Enrollment	27,814	27,017	26,457	-560	-2.1%

*Total Undergraduate population reported to IPEDS includes the five residential schools plus off campus and online degree completion, and post baccalaureate degrees in SMHS, CPS, and SON.

TOTAL HEADCOUNT ENROLLMENT

Includes Degree Seeking, Part-time and Non-degree Students



SOURCE: IRP

TOTAL HEADCOUNT ENROLLMENTS

FALL 2019 – FALL 2021 COMPARISON

STUDENT CATEGORY	Fall 2019 Census Headcount	Fall 2020 Census Headcount	Fall 2021 Census Headcount	Diff. # 2020 to 2021	Diff. % 2020 to 2021
Residential Undergraduate	10,665	9,927	9,864	-63	-0.6%
Non-Res & Distance Undergraduates	1,366	1,177	1,065	-112	-9.5%
Graduate	12,926	12,716	12,458	-258	-2.0%
Professional (Law & Med)	2,279	2,461	2,429	-32	-1.3%
Non-Degree	578	736	641	-95	-12.9%
Total Enrollment	27,814	27,017	26,457	-560	-2.1%

- *SOURCE: GWU Institutional Research and Planning*
- *Residential UG: students enrolled in the 5 residential Foggy Bottom campus schools*
- *Non-Res & Distance UG: students enrolled in CPS, Nursing, and Medicine and Health Sciences*

2021 Enrollment Update

Domestic Headcount: Fall 2019 – Fall 2021 Comparison

STUDENT CATEGORY	Fall 2019 Census Headcount	Fall 2020 Census Headcount	Fall 2021 Census Headcount	Diff. # 2020 to 2021	Diff. % 2020 to 2021
Residential Undergraduate	9,271	8,800	8,897	97	1.1%
Non-Res & Distance Undergraduates	1,344	1,148	1,035	-113	-9.8%
Graduate	10,411	10,711	10,608	-103	-0.9%
Professional (Law & Med)	2,163	2,329	2,305	-24	-1.0%
Non-Degree	455	719	551	-168	-23.4%
Total Enrollment	23,644	23,707	23,396	-311	-1.3%

- *SOURCE: GWU Institutional Research and Planning*
- *Residential UG: students enrolled in the 5 residential Foggy Bottom campus schools*
- *Non-Res & Distance UG: students enrolled in CPS, Nursing, and Medicine and Health Sciences*

2021 Enrollment Update

International Headcount: Fall 2019 – Fall 2021 Comparison

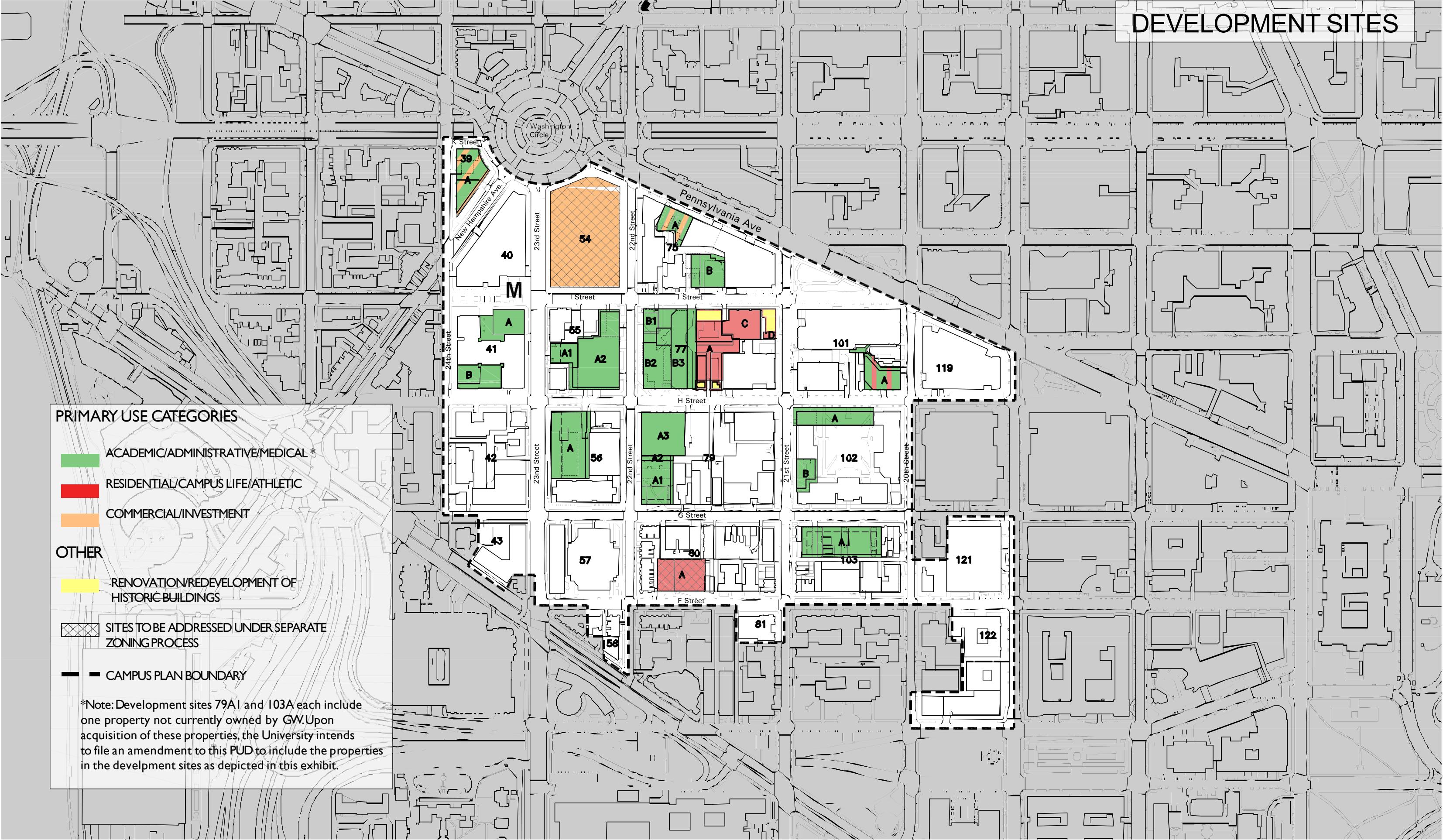
STUDENT CATEGORY	Fall 2019 Census Headcount	Fall 2020 Census Headcount	Fall 2021 Census Headcount	Diff. # 2020 to 2021	Diff. % 2020 to 2021
Residential Undergraduate	1,394	1,127	967	-160	-14.2%
Non-Res & Distance Undergraduates	22	29	30	1	3.4%
Graduate	2,515	2,005	1,850	-155	-7.7%
Professional (Law & Med)	116	132	124	-8	-6.0%
Non-Degree	123	17	90	83	488%
Total Enrollment	4,170	3,310	3,061	-249	-7.5%

- *SOURCE: GWU Institutional Research and Planning*
- *Residential UG: students enrolled in the 5 residential Foggy Bottom campus schools*
- *Non-Res & Distance UG: students enrolled in CPS, Nursing, and Medicine and Health Sciences*

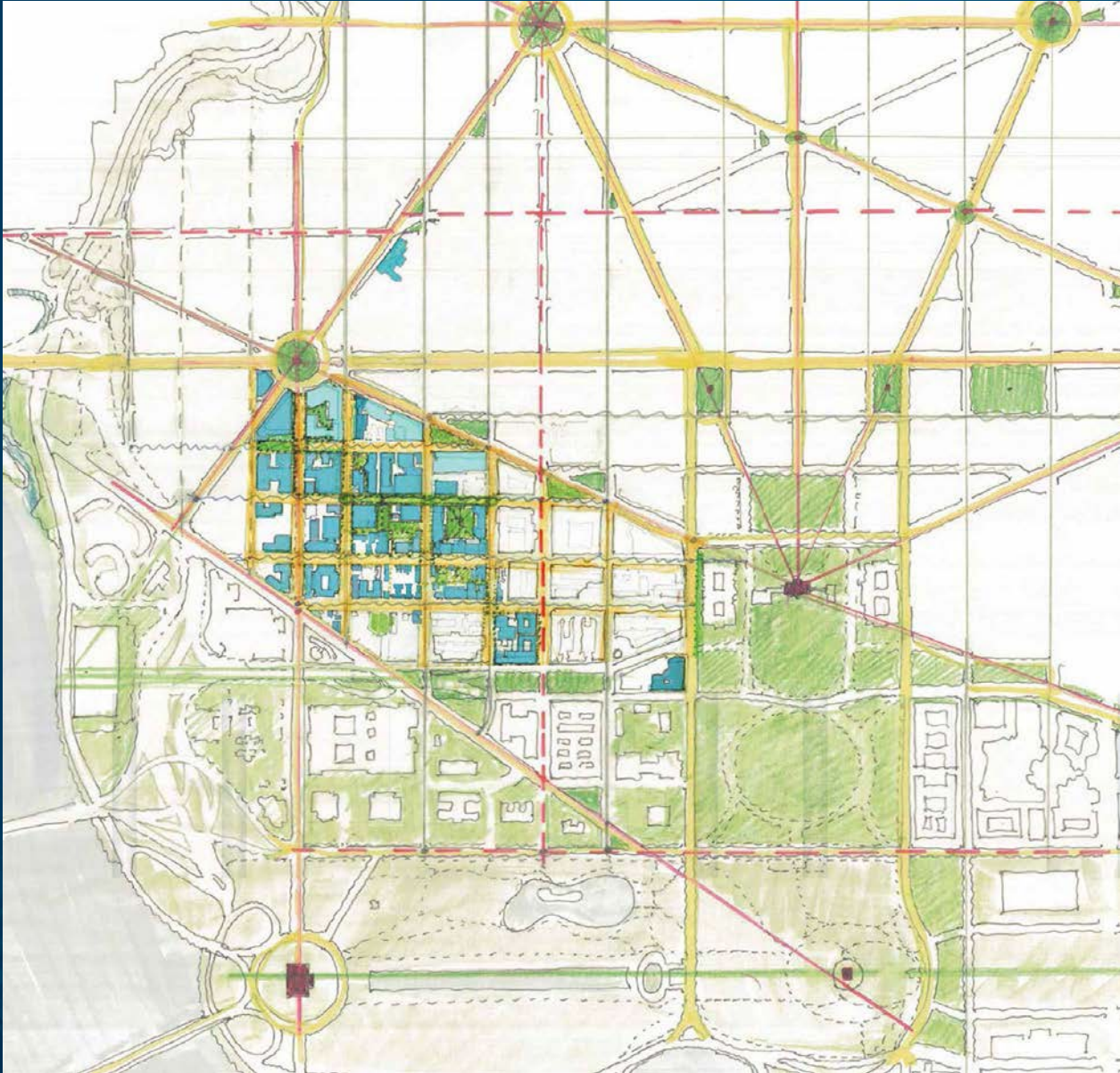
THE GEORGE
WASHINGTON
UNIVERSITY

WASHINGTON, DC

2007 FOGGY BOTTOM CAMPUS PLAN DEVELOPMENT SITES



2021 STRATEGIC CAMPUS FACILITIES MASTER PLAN



Faculty Senate

October 15, 2021



SCFMP OVERVIEW



2007 Campus Plan Versus 2021 SCFMP

- The 2007 Campus Plan is a regulatory submission to DC
- The 2021 SCFMP establishes a vision and framework for the development sites as outlined in the 2007 Campus Plan
- All of the building projects identified in the 2021 SCFMP are located fully, or partially, on 2007 development sites to provide options for reaching the 70% vesting threshold by the 2027 deadline

WHAT WE HAVE ACCOMPLISHED

Scope:

- Physical Analysis
- Space Needs Analysis (Academic, Student Life, Athletics)
- Options Testing
- Preferred Plan Development
- Final Report + Campus Design Manuals

Engagement:

- Briefings with:
 - Senior Leadership
 - Steering Committee
 - Executive Sponsors
 - Faculty Senate
 - Council Of Deans
 - Sustainable GW
- 50+ Program Interviews
- 12 GW Community Workshops
- 4 External Community Planning Workshops (Not including the 2021 MV Campus Plan Working Groups)
- City Agency Coordination
- Project Website



FINAL DOCUMENTS

- SCFMP Report
- Architecture Design Manual
- Landscape Design Manual
- Streetscape Design Manual
- framework Plan



BIG IDEAS



FOGGY BOTTOM BIG IDEAS

- 1 THE DIAGONAL
- 2 A GATEWAY HEALTH DISTRICT
- 3 22ND STREET INNOVATION CORRIDOR
- 4 A UNIFIED CAMPUS CORE
- 5 ANCHORING STUDENT LIFE AT POTOMAC SQUARE



GATEWAY HEALTH DISTRICT
METRO PLAZA



22ND ST INNOVATION CORRIDOR
RESEARCH + INNOVATION BUILDING



H STREET



KOGAN PLAZA



POTOMAC SQUARE



FOGGY BOTTOM | THE DIAGONAL

Transform the Diagonal connecting Washington Circle to the National Mall into a lively pedestrian corridor that is GW's literal and figurative spine.

FOGGY BOTTOM | A GATEWAY HEALTH DISTRICT

The Gateway Health District blends together signature health facilities, grand civic spaces, multi-modal transit, and active streetscapes in a new model for urban academic medical centers.





FOGGY BOTTOM | 22ND STREET INNOVATION CORRIDOR

Bridge the east-west campus divide of RESEARCH-based and liberal arts disciplines by re-imagining 22nd Street as an interdisciplinary innovation corridor.

FOGGY BOTTOM | A UNIFIED CAMPUS CORE

Anchor the campus core at the midpoint of the Diagonal with redesigned landscaped spaces and flagship student support buildings.



FOGGY BOTTOM | A REIMAGINED KOGAN PLAZA

A grand new central plaza lined with student-focused buildings and active ground floor uses.



FOGGY BOTTOM | A TRANSFORMED H STREET

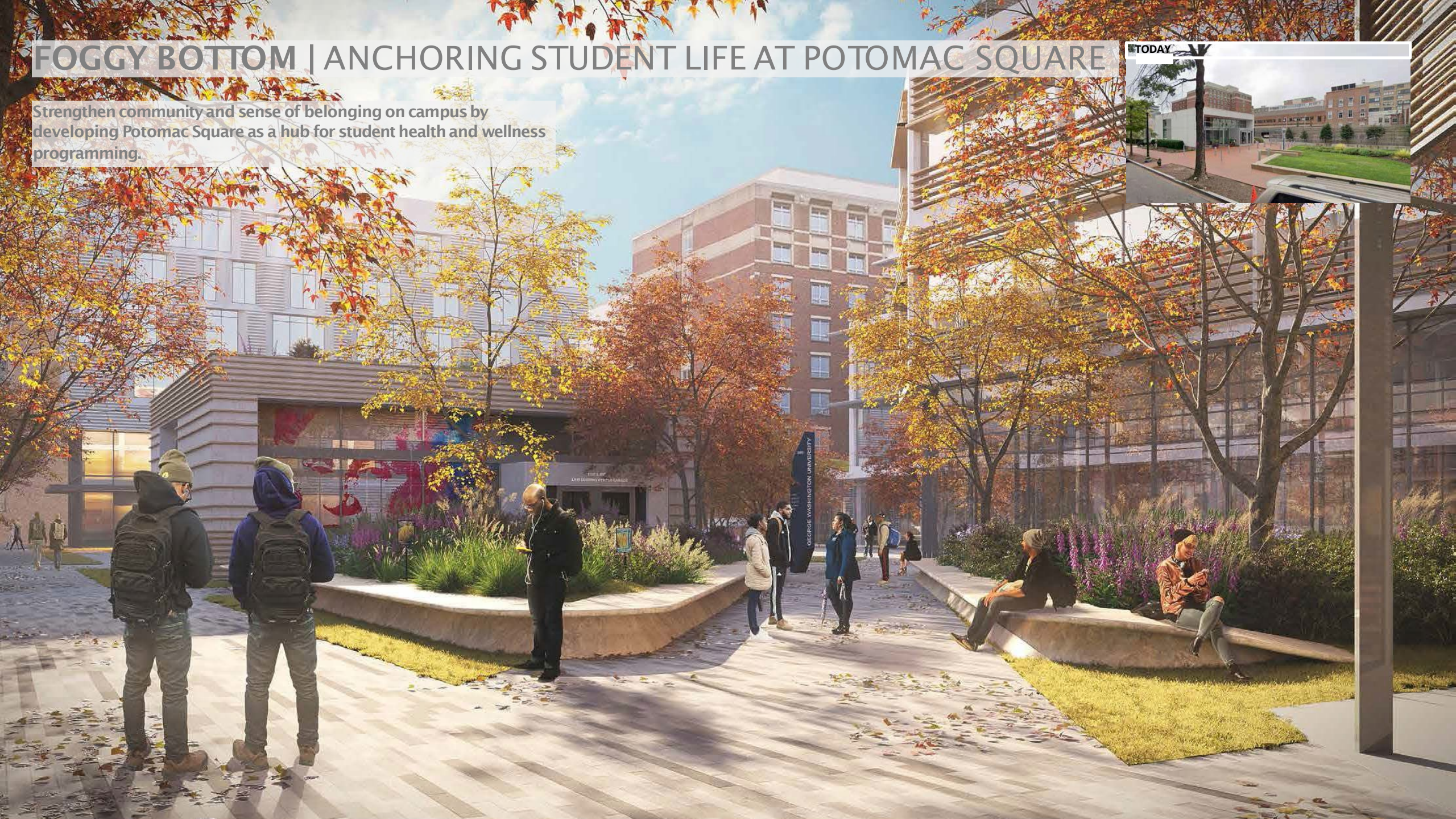
A pedestrian-oriented street that integrates seamlessly with Kogan Plaza and expands the core of campus.

TODAY



FOGGY BOTTOM | ANCHORING STUDENT LIFE AT POTOMAC SQUARE

Strengthen community and sense of belonging on campus by developing Potomac Square as a hub for student health and wellness programming.



MOUNT VERNON BIG IDEAS

1 AN URBAN RETREAT

2 CONNECTED CAMPUS LANDSCAPES

3 UNIVERSAL ACCESSIBILITY

4 A STUDENT RECREATION + WELLNESS HUB



MOUNT VERNON | AN URBAN RETREAT

Repurpose underutilized buildings and landscapes for programs that benefit from the campus' remote and restorative setting.



MOUNT VERNON | CONNECTED CAMPUS LANDSCAPES

Leverage the unique landscapes of Mount Vernon to increase opportunities for retreat, respite, and connection with the natural environment. Create a fully connected series of quads, lawns, hillside, and woodland areas by enlarging open spaces, removing redundant roadways, and activating woodland areas.



MOUNT VERNON | UNIVERSAL ACCESSIBILITY

Clarify circulation and connect a diversity of expanded green, accessible, and landscaped spaces across campus.



MOUNT VERNON | A STUDENT RECREATION + WELLNESS HUB

Improve student recreation and wellness offerings on campus by constructing a new, centrally located wellness building.



BOARD OF TRUSTEES ENDORSEMENT & TIMELINE RECOMMENDATIONS



PROJECT OVERVIEW

FOGGY BOTTOM

Building Projects

- 1 Ambulatory Care Center
- 2 New Student Center
- 3 University Student Center (CCAS)
- 4 Research and Innovation Building
- 5 Ross Hall
- 6 Gelman Library Renovation
- 7 Health Sciences + Clinical Building

Open Space Projects

- A H Street
- B Kogan Plaza
- C Potomac Square
- D Metro Plaza



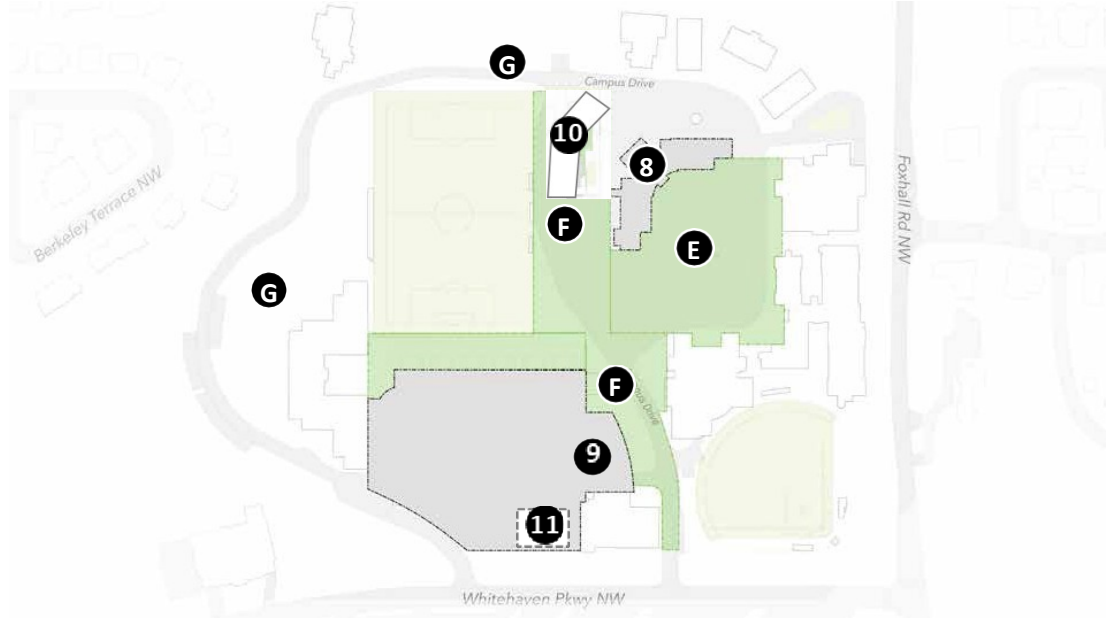
MOUNT VERNON

Building Projects

- 8 Professional Development Center
- 9 Recreation + Wellness Center
- 10 New Residence Hall
- 11 Enclosed Pool

Open Space Projects

- E East Quad
- F Hillside Landscape + New Dropoff
- G Perimeter Landscapes



Board of Trustees Endorsement

Building Projects

1. Ambulatory Care Center
2. New Student Center
3. CCAS Consolidation at USC
4. Research and Innovation Building

Open Space Project

5. H Street



2007 Campus Plan Vesting Impact

Currently Approved	Approval Required to Achieve Vesting	Development Rights Eligible for Vesting
1,500,157 SF (43%)	898,464 SF (27%)	1,027,980 SF

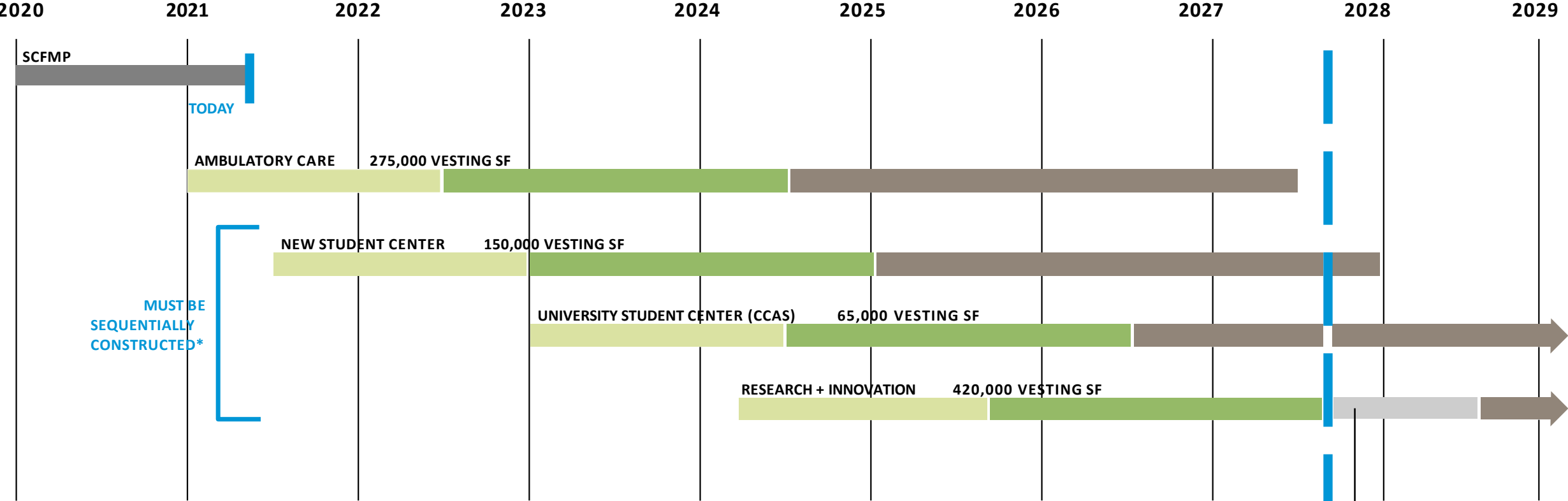
70% Vesting Threshold

2007 Campus Plan Development Rights
3,426,601 SF

1	Ambulatory Care Center	Project GFA 380,000	Vesting GFA 275,000
2	New Student Center	Project GFA 160,000	Vesting GFA 150,000
3	University Student Center (CCAS)	Project GFA 350,000	Vesting GFA 65,000
4	Research and Innovation Building	Project GFA 420,000	Vesting GFA 420,000

Total Vesting GFA 910,000 (70%)

FULL VESTING BY 2027 CAMPUS PLAN EXPIRATION



MUST BE SEQUENTIALLY CONSTRUCTED*

OCT. 2027 CAMPUS PLAN EXPIRES

*Construction commences after the Academic Center programs are relocated to the existing University Student Center or Academic Center programs move into swing space, allowing construction to start earlier.

- Programming / Feasibility (12-18 mo.)
- Design + Zoning Approvals (18-24 mo.)
- Construction (24-36 mo.)

THANK YOU

22ND ST INNOVATION CORRIDOR
RESEARCH + INNOVATION BUILDING

H STREET

KOGAN PLAZA



GATEWAY HEALTH DISTRICT
METRO PLAZA



AMBULATORY CARE
CENTER



POTOMAC SQUARE

A RESOLUTION ON CONSTRUCTION OF NEW ACADEMIC FACILITIES (06/4)

WHEREAS, investment in new academic facilities and programming is an investment in the future of students and faculty advancing the Institution's Strategic Goals for Academic Excellence, enhancing connections to external partners, improving the Institution's ability to compete with peer institutions, attracting benefactors, and expanding the endowment, and;

WHEREAS, the Administration recognizes the opportunities created by investment in new academic facilities and, consistent with this recognition, has identified four schools (SEAS, SPHHS, GSEHD, Law) and two centers (Science, Cancer) in need of new/expanded academic space, and;

WHEREAS, the approval of a new campus plan is pending and a Science Center¹ was identified earlier by the faculty as the top priority for investment among future academic projects (Senate Resolution 04/1), it is timely for the faculty to prioritize the programmatic needs for new facilities among the identified Schools and Cancer Center, and;

WHEREAS, the operations of the Institution in the main University and in the Medical Center are budgeted separately, it is appropriate to prioritize separately the need of each for new academic facilities, and;

WHEREAS, the Physical Facilities Committee of the Faculty Senate, charged with studying the programmatic needs of the identified Schools and Cancer Center, has completed this study and concluded that the magnitude of need is greatest in SEAS, followed by SPHHS and GSEHD with no decisive differences between the latter two, and that need in the Law School and Cancer Center is comparatively lesser, and;

WHEREAS, The Council of Deans and the Executive Committee of the Faculty Senate have reviewed both the data available to and the conclusions reached by the Physical Facilities Committee and have expressed confidence in these conclusions, **NOW, THEREFORE**,

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY:

That solely on the basis of programmatic needs:

1. ~~That~~ The Faculty Senate endorses investment in new facilities for SEAS as the priority second to a Science Center among future academic construction projects on the University side of the Institution, and;
2. That GSEHD assumes the priority second to a Science Center among future academic construction projects on the University side of the Institution if SEAS is accommodated in the Science Center as planned, and;

¹ present working name is Science and Engineering Complex

3. That SPHHS is the top priority among future academic construction projects on the Medical Center side of the Institution, and;
4. That existing, single use academic space that becomes available as programs transition into the new Science Center will be offered temporarily to GSEHD and SPHHS while these Schools await new facilities, and;-
- ~~5. That the emphasis of advancement activities for new academic construction on the University side of the Institution should be in support of the Science Center, SEAS, and GSEHD and that the emphasis of advancement activities for new academic facilities on the Medical Center side of the Institution should be in support of the SPHHS.~~

Physical Facilities Committee
November 27, 2006

Adopted as twice amended, December 8, 2006



Standing Committee Chair Updates

Recently, the Faculty Senate Executive Committee (FSEC) asked all standing Senate committee chairs with a single chair to work with their FSEC liaison to nominate a co-chair. Several Senate standing committees already employ a co-chair structure in their leadership. Over the course of the pandemic, many time pressures have been brought to bear on all, and FSEC discussed the value of implementing this structure for all the Senate committees. There are many advantages to this, including the ability to share committee leadership tasks and provide redundancy in the event one co-chair needs to briefly step back due to illness or external circumstances. (The one exception to this request of the committees is the Honors & Academic Convocations committee, which is quite small and very defined in its scope; FSEC felt this committee did not require a co-chair.)

Non-Senate members may serve as co-chairs, so long as the other co-chair is a Senate member. Some committees are still considering who will be nominated; the following co-chairs are presented today for Senate confirmation:

Athletics & Recreation: Professor Srinivas Prasad (Senate member)
Physical Facilities: Professor John Traub

In addition, FSEC learned this summer that both Professional Ethics & Academic Freedom (PEAF) chairs would not be able to continue in their co-chair roles as planned. FSEC is very grateful to the following committee members for agreeing to take on the PEAF co-chair roles this year. These nominations should have appeared on the September Senate agenda, and are presented today for Senate confirmation:

Professor Jeffrey Gutman (Senate member)
Professor Natalie Houghtby-Haddon

Student Association-Appointed Representatives to Senate Standing Committees

Appointments, Salary, & Promotion Policies: Senator Jovawn McNeil (ESIA-U)
Athletics & Recreation: Vice President Kate Carpenter
Educational Policy & Technology: Senior Policy Advisor Liz Gonzalez
Fiscal Planning & Budgeting: Treasurer Charles Aborisade
Honors & Academic Convocations: Senator Dasia Bandy (ESIA-U)
Libraries: Secretary of Academic Affairs Abbie Francis
Physical Facilities: Secretary of Campus Services Isabella Nienaman
Professional Ethics & Academic Freedom: Jeremy Liskar
Research: Senator Cody Ingraham (LAW-G)
University & Urban Affairs: Secretary of Community & Government Relations Nathan Nguyen



Faculty Senate

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

Upcoming Faculty Assembly

Earlier this week, the Senate office posted the agenda for the upcoming Fall Faculty Assembly, which will be held on Tuesday, October 26, at 4pm. The agenda is available on the Faculty Senate website. The meeting will be held in a hybrid format for (note that online attendance requires pre-registration by October 24). All Assembly members are also welcome to attend in person. As previously announced, the Assembly resolution presenting the Faculty Consultative Committee slate will be taken up at this Assembly.

Standing Senate Committee Updates

Charges for the Senate standing committees for the 2021-2022 session were sent last week. FSEC continues to work with standing committees who have not yet nominated co-chairs.

On Wednesday of this week, Professor Sylvia Marotta-Walters (who is the co-chair of the Physical Facilities Committee) and I met with President LeBlanc in connection with the recent Senate resolution on building safety. While Professor Marotta-Walters and her committee reported some progress filling in the data on two online tables describing building and classroom HVAC conditions, and while President LeBlanc agreed to clarify some of the timeline of recent mold/mildew related events, the President was not yet willing to share other documents with the Senate as requested in the resolution, noting that they were not intended for public release. This morning, at the President's request, Vice President Burnotes shared responses to some questions with Professors Wilson and Marotta-Walters; this information will be disseminated to the Physical Facilities Committee shortly.

Presidential Transition

Earlier this week, members of FSEC joined Dr. Mark Wrighton, who will become GW's Interim President in January, for a very enjoyable lunch, at which all parties were able to become better acquainted. FSEC looks forward to a productive working relationship with Dr. Wrighton during his term at GW.

Shared Governance

Members of FSEC joined Board Chair Speights and facilitators from AAUP and AGB for a meeting immediately prior to today's Senate meeting. This meeting is an early step in the process outlined by Chair Speights last month and provided an opportunity for FSEC to interact with the facilitators who worked closely with the Board this past summer on shared governance. A message jointly

authored by FSEC, the Board Chair, and the Interim Provost and outlining the full process went out to the university community earlier this week.

Personnel Actions

There are no active grievances at the university.

Calendar

The next regularly scheduled meeting of the Faculty Senate Executive Committee is October 29, 2021. Draft resolutions and any other possible Senate agenda items should be forwarded to Liz Carlson in the Senate office with as much advance notice as possible to assist with the timely compilation of the FSEC meeting agenda.



**Faculty Senate
Provost Bracey Remarks
October 15, 2021**

Centuries Celebration Weekend Thanks

I want to express how thrilled I am with, and deeply impressed by, the professional execution of all our Centuries Celebration Weekend events last weekend. The thousands of alumni, students, families, faculty, and staff who attended were effusive with their praise — both for the programming itself as well as for the customer service they received at all stages of the weekend.

From a Provost perspective, there was a lot riding on the success of Commencement on the Mall for the Classes of 2020 and 2021, given the long delay in the celebration of their academic achievements, and it was a wonderful production executed flawlessly. I was very proud to be on the stage alongside our faculty and leadership during the program.

My sincerest thanks to all of our teams and volunteers for the hard work they put into making the conclusion of our bicentennial a success.

Shared Governance

Shared governance has proven challenging over the past few years, but this transitional period provides the opportunity to jointly build consensus among faculty, administration, and trustees around the meaning and expectations of shared governance at GW.

On Wednesday afternoon, Chair Speights, Chair Arthur Wilson, and I shared a message with the community regarding our intent to examine our understanding of shared governance and develop a set of recommendations intended to strengthen shared governance at GW. This decision was made based on Board consultation with FSEC and Faculty Senate standing committees and ongoing conversations with GW administration.

The process we will undertake over the next several months is as follows, with the assistance of facilitators who have expertise in shared governance:

1. The development and implementation of a shared-governance survey of faculty, administration, and trustees;
2. The joint selection of a task force to hold a series of town halls with the university community. The task force will be co-chaired by a member of the faculty, myself, and a trustee, and appointed after nominations from each group, and the town halls will be conducted both before and after the survey is administered;
3. The hosting of a retreat of FSEC members, administrators, and trustees to discuss the results of the shared governance survey, followed by a retreat for the Task Force to begin its work;

4. The development of a set of recommendations – provided to the trustees by the task force and endorsed by the Faculty Senate and administration – that may include defining rights, responsibilities, and accountability as well as appropriate changes to GW’s key governing documents, along with recommendations for how all parties will jointly strengthen shared governance at GW; and
5. The review and consideration for adoption of these recommendations by the Board of Trustees in May 2022.

Stakeholders have agreed to arrive at a common understanding of shared governance through this constructive process. We look forward to engaging in this process with the Faculty Senate.

VSTC/Gina Lohr

I was pleased to announce to VSTC senior leadership on Wednesday that Gina Lohr, senior associate provost for research, will serve an additional role as the Provost’s Office Liaison to the VSTC, effective immediately. She will be the key administrative presence at the VSTC, maintaining a physical presence on the campus and filling a number of vital functions:

- **Communications** – Gina will be the primary communications link between the Provost’s Office and the VSTC administration.
- **Operations** – She will be the go-to person to manage local operational issues, for topics as varied as parking to shoveling snow to allotting lab space.
- **Research enhancement** – As we look toward the future, we will begin to think more intentionally about research opportunities at the VSTC, especially with Dr. Pam Norris’s imminent arrival as the new vice provost for research in November. Gina’s current role in the OVPR organization makes her a great choice to think through these opportunities.

Gina’s role will be pivotal as we work to enhance coordination among our campuses and units and work toward preeminence as a comprehensive, global research institution. I am very grateful to Gina for taking on this important role, and I know she will be an excellent partner to our colleagues at the VSTC.

Postdoc Enhancement Initiative

As many of you may know, the provost’s office recently rolled out a new postdoc enhancement initiative to create a formal postdoc trainee classification within our HR system along with a comprehensive effort to provide greater support and structure for our postdoc community. The general idea was to move our postdocs into greater alignment with national best practices for postdocs at major research universities.

Based on feedback we received from postdocs and faculty mentors in response to the recent announcement of our postdoc enhancement initiative, eligible postdocs will retain a number of benefits, including participation in GW’s 401(a) Retirement Plan (i.e., university base and match contributions) and GW’s Tuition Remission and Tuition Exchange programs. The initiative also enhances benefits for currently ineligible postdocs, including the opportunity to enroll in

comprehensive health benefits and new access to a number of wellbeing programs. We look forward to an ongoing dialogue with postdocs and the broader research community about supporting postdocs and recognizing their critical role within GW's research enterprise.

There are extensive FAQs available on the Research website under Postdoc Resources for anyone seeking more information.

Post-COVID Academic Innovation Task Force

On Wednesday, we announced in GW Today that the Post-COVID Academic Innovation Task Force has shared its final report of findings and recommendations. You will recall that Jason Zara and the task force presented a status update on the task force's work at the May Faculty Senate meeting. These findings have been compiled into a report that is available on the Provost's Office site in the Initiatives section, under provost.gwu.edu/post-covid.

The task force has done great work to identify and provide insight on the most important themes affecting our community. I'm very grateful to the task force for all its hard work in forming working groups and developing this report during an already-challenging time. My special thanks to Jason Zara for picking up the mantle of leadership and helping to get this report over the finish line following co-chair Pam Jeffries' departure from GW over the summer.

Diversity, Equity and Inclusion Program Review

We are making progress towards launching the comprehensive DEI review and assessment soon. We anticipate that it will be a year-long process and involve an external review component. Caroline Laguerre-Brown and I have met to discuss composition of the core group that will lead the effort, as well as the composition of several advisory boards of key stakeholders. We will charge the committee when we have made final decisions about the structure of the assessment. I encourage everyone to participate in this community-wide effort to assess and address prevailing concerns about diversity, equity, and inclusion among students and faculty.

Fall Academic Planning Meetings

Beginning next week, we are restoring our usual practice of hosting Fall Academic Planning meetings, in anticipation of more developed Academic Planning meetings in the spring. Our goal in the fall meetings is to review school and unit FY22 academic activities, and to discuss any pain points that they are experiencing or budgetary course corrections they recommend with respect to their ability to deliver a high-quality academic experience and research environment for our students and faculty. We also wish to discuss enrollments and graduate aid allocations for the fall, and any anticipated changes for the spring.

In addition to our FY22 discussions, we also wish to begin discussions about 5-year academic plans, spanning FY23 to FY27. These academic plans could include enhancements of current offerings, new programs being contemplated, and potential investments to build an excellent academic enterprise. As part of that discussion, we expect to hear from schools regarding plans for faculty recruitment, research outlook, the market outlook for graduate programs, and tuition pricing strategies (including discount rate, where appropriate). With respect to undergraduate education in the five residential colleges, we anticipate a robust discussion on improving the undergraduate

academic experience. All of these efforts will be geared toward fulfilling our mission of achieving preeminence as a comprehensive global research university and gaining momentum as we work to advance our academic reputation.

We have distributed to schools and units a PowerPoint template, which will be used to prepare materials to submit in anticipation of each meeting. I look forward to working closely with many of you on this important process as we begin to chart a course for the future.

End of the Honeymoon Period

Finally, I wish to remind everyone that as we are halfway through October, we are at the end of the honeymoon period of students' return to campus. This is the time when we see a spike in Care Reports, hotline incidents, etc. You may have seen that the University of North Carolina recently announced that it was canceling classes in response to increased anxiety among its student population and two student suicides on campus.

Students at UNC and at the George Washington University are beginning to feel the stress of a rigorous academic experience – many for the first time. Some students have expressed gratitude that our library hours are returning to a more normal operational schedule (I know – it's hard to believe, but our students are aware and feeling the impact of budget mitigation on library operations). Others are concerned about being graded down because they are late to class due to challenges in getting drivers for the vex buses. We've sent a note to the undergraduate deans to advise faculty of this issue so that they can adjust grading accordingly. But my point is that anxiety levels among students are rising, and we need to remember to be empathetic, and advise those within our unit that we need to be empathetic. We need to be sending out a message that it is important to look out for one another as we continue to navigate our way through these ongoing challenges. Some of our students handle this sort of thing better than others, so this is a good time to teaching them the importance of lifting others as you climb yourself. This is something that has always defined GW students, but it deserves reinforcing now more than ever.