



Faculty Senate

MINUTES OF THE REGULAR SENATE MEETING HELD ON DECEMBER 10, 2021 VIA WEBEX

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

CALL TO ORDER

The meeting was called to order at 2:03p.m. Provost Bracey welcomed Professor Tarek El-Ghazawi, who was elected this morning to complete the Senate term of Professor Jason Zara for the School of Engineering & Applied Science (SEAS).

APPROVAL OF THE MINUTES

The [minutes](#) of the November 12, 2021, Faculty Senate meeting were approved unanimously without comment.

REPORT: Student Life & Fall 2021 Return to Campus Experience (Colette Coleman, Senior Associate Dean of Students, and Jessica Parrillo, Director, Counseling & Psychological Services)

Reviewing the [attached](#) slides, Dean Coleman and Dr. Parrillo shared their observations of the returning student population, their needs, and how the [CARE Team](#) and [Counseling & Psychological Services](#) (CAPS) is supporting them, providing faculty with advice about how best to support students during these especially challenging times. They reviewed the respective approaches to care taken by both the CARE Team and CAPS upon receiving referrals for student support.

They noted that, in essence, there are two classes of first-year students on campus this fall in the sense that this year's second-year students were not on campus last year and therefore did not go through the typical first-year adjustment to campus life and being away from home. As a result, there are increased needs on campus with many more students than usual adjusting to in-person academic and residential life for the first time. They also observed that, while the numbers of referrals are not necessarily much higher than usual, the severity of referred cases is elevated,

resulting in more time needing to be dedicated to each student. They noted that, while new hires are being made, inadequate staffing levels in both the CARE Team and CAPS are an ongoing challenge.

Professor Roddis asked whether faculty referring students to the CARE Team might get more feedback from the system—without violating student privacy—to know whether outreach has occurred or whether a student has not responded to outreach. Dean Coleman noted that she would review the process to see how feedback might be systemically incorporated; she added that 100% of CARE reports are followed up on by the team staff. She noted that students don't always take advantage of offered services; this is difficult to navigate as students can't be forced into an intervention.

Dr. Parrillo added that many of the CARE Team reports include a mental health component, and every single one receives follow-up. While CAPS makes every effort to pursue therapeutic work with a referred student, these students are adults with the right to make decisions about their own care and who don't always choose to participate in recommended interventions. She noted that imminent safety concerns can lead to an involuntary consultation. She noted that the best CAPS can do is to express genuine concern for a student and link their present circumstances with their eventual success as a student, adding that therapy will never work if an individual isn't motivated for progress and change. She confirmed that, once a student connects with CAPS, no information about their care—including the fact that they are receiving care—can be shared unless the student signs a release permitting the sharing of that information.

Professor Baird asked for advice on a situation she and other faculty are seeing much more frequently this semester—namely, students not responding to faculty communications when faculty reach out, and the larger question of how to balance challenging students versus pushing them too hard at an especially challenging time. Dean Coleman responded that the university still expects faculty to teach students and to continue to have high expectations of them. Faculty can challenge and push students while having empathy along the way; these are not mutually exclusive. She noted that faculty may be contacted with requests for flexibility if student referrals occur in other areas of the university (e.g., disability services, Title IX). While the CARE Team can't force every student to get the help they need, they can provide a system of care and structure—a safety net—for a student who would benefit from these services.

Dr. Parrillo added that the communication “ghosting” Professor Baird noted is an extremely frequent behavioral pattern that accompanies depression; with instances of depression rising among students, it makes sense that faculty are observing this behavior more often. Faculty still have to hold students to standards and responsibility while keeping in mind that they can't force a student to engage. She urged faculty to reach out with repeated expressions of care and concern and to let students know that there is a timeline in which faculty can help them, adding that faculty need to promote resiliency and help students rebuild these skills as they return to a more traditional college environment. She added that students can't present to CAPS once and request that a counselor tell a faculty member that the student can't, for example, take a final exam. For accommodations like this, students need to be engaged in ongoing care.

Professor Wilson asked whether there is value in having students talk with each other as a way of helping to alleviate the pressure on an overtaxed counseling staff. Dean Coleman responded that the [Capital Peers](#) student group engages in a peer-to-peer component, working to promote CAPS programs and the university's wellness initiatives.

Professor Wagner asked about the status of hiring for CAPS and the CARE Team. She noted that, when this presentation was given in the Educational Policy & Technology (EPT) committee, the group discussed understaffing and the struggle around filling counseling staff positions. She asked how faculty might be better informed about the intensity of care needed (e.g., whether faculty resources might be placed on instructional technology websites). She suggested that EPT and the Senate consider the issue of how faculty should field requests coming from students with one-off requests to opt out of exams. While faculty want to support students who are experiencing difficulties, there is a need to do so without putting extraordinary pressure on teaching assistants and faculty, particularly those teaching very large classes.

Dean Coleman responded that the slide deck presented today has also been shared with the undergraduate deans through Senior Vice Provost Murphy and that the CARE Team is also conducting outreach with faculty through the ([Raise Up GW](#)) [REACH](#) program designed to get the university's wellness content out to faculty and staff. REACH sessions were recorded and can be shared with anyone who wants access to them in order to help faculty navigate these spaces. Dr. Parrillo noted that the REACH program has been excellent and very well received but not necessarily well attended, given how busy everyone is, and she welcomed suggestions about how to expand this outreach.

With regard to staffing, Dr. Parrillo noted that she is grateful to HR for their support, particularly in expanding hiring to part-time as well as full-time counselors, increasing the candidate pool. She noted that the pandemic changed counseling picture a great deal, with many newly-minted counselors opening private telehealth practices that are more lucrative than salaried positions at larger institutions. This has dramatically challenged hiring in university counseling centers. She noted that CAPS is currently down six positions from its pre-pandemic levels, operating with twelve clinicians instead of eighteen. Two excellent new hires have just been made, and three additional searches are currently ongoing with very promising candidates—GW competes with neighboring institutions in this endeavor.

Dr. Parrillo added that how to attend to students' very valid levels of concern and stress while holding them academically accountable remains a primary question for faculty. Professor Wagner suggested that the university needs to get intentional about how it understands this question, gathering data not only for the upcoming spring semester but for the longer term as well, as the pandemic and its related challenges for both students and faculty will not have a simple end point.

Professor Schultheiss appreciated the frankness with which Dean Coleman and Dr. Parrillo are addressing these issues and what can and can't be done with current staffing levels. She emphasized that faculty, likely particularly those of older generations, aren't therapists and don't necessarily have the skills (or the comfort level) to distinguish between a legitimate concern and a mere excuse. If the university is setting a new normal around accommodations, it needs to be aware that that's happening. She noted that student expectations are being reset, and the administration and faculty have to be careful about this reset, which can turn appropriate empathy into an expectation of leniency. Professor Joubin added that thoughtful pedagogy is required as well as social justice; being empathetic doesn't mean faculty stop educating students, who can still do hard work while being accommodated. Dean Coleman emphasized that the university has policies and practices in place for Disability Support Services (DSS) and that students should be bringing documentation to faculty in order to receive accommodations. These policies not only protect the university legally but also

protect pedagogy in the classroom, and she noted that students should be encouraged to follow that process.

Professor Cohen-Cole referenced the eighteen CAPS counselors budgeted by the university; he asked where that number comes from and what the industry standard is in this area. Dr. Parrillo responded that the International Accreditation of Counseling Services (IACS) sets the required minimum staffing ratio (currently one therapist to every 1500 students enrolled at a university). This is how GW arrived at eighteen staff positions. Some schools decide to staff at a lower ratio, but this is the minimum CAPS requested based on the IACS ratio.

PROCEDURAL CORRECTION: RESOLUTION 22/4 AND RESOLUTIONS OF APPRECIATION (Arthur Wilson, Chair, Faculty Senate Executive Committee)

Professor Wilson introduced this agenda item, stating that the minutes for the November 12, 2021, Faculty Senate meeting correctly reflect the fact that Resolution 22/4 was never adopted. Dr. Zeman read the resolution into the record, but it was not formally adopted. Concerns have been noted that the Faculty Senate’s method for adopting resolutions of appreciation—the so-called adoption by “acclamation”—is not permitted under Senate bylaws or Robert’s Rules of Order, both of which govern Senate proceedings.

The Senate bylaws treat all resolutions identically; there is no exception to the rules for resolutions of “appreciation.” Robert’s Rules of Order specify the use of acclamation approval in a very limited circumstance of electing someone in an uncontested election. This means that the Faculty Senate should vote directly on all resolutions, including resolutions of appreciation for outgoing administrators and others.

To rectify this issue for Resolution 22/4 and all future resolutions of appreciation, Professor Wilson indicated he would now offer two requests for unanimous consent. The first asks that the Senate correct the record, voting directly on whether or not to agree to Senate Resolution 22/4. The second confirms procedures going forward for handling appreciation resolutions.

First, Professor Wilson requested unanimous consent that the Senate both correct the record of the November meeting and agree to Resolution 22/4, appreciating President LeBlanc’s service to the university. No objections were recorded, and unanimous consent was obtained.

Second, Professor Wilson requested unanimous consent that, going forward, resolutions of appreciation will be handled in the same way as other Senate resolutions (barring changes to Senate bylaws that allow otherwise). No objections were recorded, and unanimous consent was obtained.

GENERAL BUSINESS

- I. Nominations for membership to Senate standing committees
 - Professional Ethics & Academic Freedom: Adriana Glenn/SON
This nomination was approved by unanimous consent.
- II. Nominations for faculty membership on the Benefits Advisory Committee
The [attached](#) roster was approved by unanimous consent.

III. Request for Senate consent to permit FSEC to adjust the CCAS Senate membership terms: Professor Harald Griesshammer

Professor Griesshammer noted that the Faculty Organization Plan (FOP) Section II.c. c)/Terms of Office states that “the term of office for faculty members of the Senate shall be two years beginning on May 1 of the year in which they are elected. If necessary, the terms shall be adjusted by the Executive Committee, with the consent of the Senate, so as to elect approximately one-half of the faculty members each year.”

He explained that the current balance of the Columbian College of Arts & Sciences (CCAS) Senate membership terms results in four Senate members being elected in one year (the upcoming election) and seven in the other. The CCAS Senate members feel that a five/six would be a more optimal balance.

Professor Griesshammer stated that the CCAS Senate members would like to take advantage of the abovementioned FOP provision permitting an adjustment in terms. One of the CCAS Senate members whose term expires in 2023 will step down by the end of the current (2021-2022) Senate term. This is an opportunity to have one additional person elected for a full term beginning in the 2022-2023 session. Therefore, rather than the replacement merely "serving out the remainder of the term," the replacement would be elected to a full 2-year term, bringing CCAS to the desired 5/6 Senate term split.

With this background, Professor Griesshammer requested and obtained unanimous consent of the Senate to permit the Faculty Senate Executive Committee (FSEC) to adjust the CCAS Senate membership terms as described.

IV. Standing Committee Interim Reports received to date

- Appointments, Salary, & Promotion Policies (ASPP)
- Educational Policy & Technology (EPT)
- Professional Ethics & Academic Freedom (PEAF)
- Physical Facilities
- Research
- University & Urban Affairs (UUA)

These reports are [attached](#) and will also be posted to the Faculty Senate website.

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

Professor Wilson’s FSEC report is [attached](#).

VI. Provost’s Remarks

The Provost’s remarks are [attached](#).

BRIEF STATEMENTS AND QUESTIONS

Professor Griesshammer noted that he was surprised and deeply troubled to read in this week's *Hatchet* that Chief Financial Officer (CFO) Diaz [plans to resume the search for a Chief Digital Officer \(CDO\) "shortly."](#) The Senate was very clear at its last meeting that this is an area in which faculty expect early and full consultation, given the present state of GWIT and the very strong sense that the CDO position should not lock in GW's current disastrous IT structure.

Furthermore, he noted, the deans are now starting the budget process for next year, and there appears to have been an attempt to shackle them with "pre-budgeting" guidelines which were developed by people who showed no understanding of the university's budget model or school priorities. For now, this attempt has been unsuccessful.

In addition, a deal to settle the UHS lawsuit appears to be on the horizon, possibly with a rush to reach an agreement before the year ends.

Finally, Professor Griesshammer noted, the administration has issued a Request for Proposal (#275473) for a bid for "General Services" on the Foggy Bottom campus, namely and apparently outsourcing facilities and engineering, including the physical plant services as well as student meal and dorm facilities services.

Professor Griesshammer stated that the CFO would be well advised not to push decisions that lock GW into costly long-term commitments during the present power vacuum in the waning days of the current president's tenure. Instead, he should wait for the oversight of the incoming interim president, who will no doubt also provide an independent assessment of the CFO's ideas to the Board of Trustees, so that it does not only hear one side of a story and can make its decisions based on sound, unbiased advice, as befits its fiduciary responsibility.

If CFO Diaz is available today, Professor Griesshammer invited him to respond; however, the CFO was not in attendance at this meeting.

Professor Grynaviski echoed Professor Griesshammer's concerns about the *Hatchet* report that the CDO search would begin "shortly" and hoped to be filled by the end of the fiscal year. The EPT subcommittee on IT was shocked to see this appear in the *Hatchet*. At the last Faculty Senate meeting, the subcommittee described the importance of meaningful consultation in advance of a position description being finalized. The central issue, he noted, is that GWIT now is in bad shape. One of the problems is that the technology piece of the university has been completely separated from the academic and research mission of the university. The university needs to think about an educational and research strategy that leverages technology, rather than a technology strategy that is separate from the educational and research mission as described in the *Hatchet* story. He expressed that the *Hatchet* story—about a CDO driving technology and reporting to the CFO—truly worries him because it would make permanent a proven failure.

There are many unforced errors caused by this separation. Giving a very basic example, he described the problems with summer trainings. Early in the summer, the academic side took the lead. Faculty could work with the academic side—Dean Henry's staff—on how to teach courses this fall. However, the primary question the faculty had was what the recording device—the hardware in their classroom—would be. The academic side didn't know the answer to this, and that answer really

matters for how to set up the class. Consequently, the academic side was compromised by the lack of knowledge about GWIT.

Then, in late summer, the technology side took the lead. GWIT had a series of trainings in the recording devices. They did an excellent job showing how the hardware works. However, they could not answer the obvious questions about how to integrate it into Blackboard so that faculty could actually use the technology. The tech trainings were therefore mostly useless as there was no academic component. The result was countless hours of wasted time and effort by everyone involved. Twice as many trainings as necessary were held, and none was sufficient for the actual needs of the faculty.

The reason the CDO search news was so shocking was that it was a bolt from the blue and included a discussion of having a strategic plan for technology without any reference at all to the educational and research mission of the university. GW should leverage technology to advance university priorities; a separate technology unrelated to the mission would be undesirable. This is precisely why the subcommittee had asked to have some type of role before the search happened, not just as a participant in the actual search process. He explained that the *Hatchet* story described how the search would make permanent a failing model.

He concluded his remarks with three questions:

1. When is the CDO search set to begin?
2. Which faculty are on the search committee, and who is chairing it?
3. Has the position description already been fixed?

Provost Bracey noted that a request has been made to *Hatchet* to retract the word “shortly” from this story. He added that he is not aware of the composition of the search committee and who is chairing it or of the status of the position description. He stated that he would take these questions under advisement and bring an answer back to the Senate.

Professor Clarke noted that the ASPP interim report referred to the need to distinguish between faculty and staff with regard to cost of living adjustments (COLA) to salaries and asked whether someone might clarify why the committee feels there is a need to make this distinction. To his understanding of GW’s salary arrangements, deans and administrators may decline to give a raise but can’t cut a salary. However, in an era of high inflation, the failure to receive a raise is equivalent to a salary cut. This can be corrected or not by the administrator in charge of allocating raises, but, if no COLA is available, this essentially changes the practice of whether administrators should be able to deliver salary cuts due to an exogenous factor such as the inflation rate. He noted that he could understand an investigation of why there might be a need for a formal COLA at GW but not why faculty and staff should be considered separately. Professor Gupta responded that ASPP has just formed a subcommittee of ASPP that will also bring in expertise from the Fiscal Planning & Budgeting committee to study this issue. He noted that, for many years, faculty have only received merit increases and that he was not clear on what comprised staff salary increases. He emphasized that the subcommittee is just beginning its work and that nothing has been decided or agreed upon with regard to making faculty and staff distinctions on this issue. Professor Galston opined that perhaps ASPP was not speaking to the staff issue as the Senate does not represent the staff.

Professor Galston asked that Provost Bracey add Professor Griesshammer’s concerns to the previously stated list of questions he would take to CFO Diaz. Specifically, these are the timing of

the CDO search, the timing of the RFP/bid for General Services, the timing of a possible settlement of the UHS lawsuit, and the issue of possible changes to the mechanism used to construct unit budgets being imposed without a presidential review.

Professor Cohen-Cole reminded the Senate of [Resolution 21/13](#) (“Of Severe Disapproval of President Thomas J. LeBlanc Regarding the Appointment of Heather Swain”), which led to a commitment by the president that there would be faculty involvement in all searches for senior administrators. He asked whether FSEC knows of anyone representing the faculty on the CDO search. If the answer is that there is no faculty representation, he asked whether the CFO has abrogated the agreement emanating from Resolution 21/13. Responding as a member of the FSEC, Professor Griesshammer noted that he was not aware of any FSEC knowledge of faculty involvement with the CDO search. Provost Bracey noted that he would also take this question under advisement.

Professor Yezer noted that, while inflation has increased by 6.8%, nationwide college tuition only rose 1.9%. Given that GW has a hard budget constraint, cost of living adjustments in earnings are not feasible now, and the future looks rather bleak. With regard to the IT question, he noted that GW should follow the lead of its competition as the university does not have unique IT service needs. The rest of the industry has researched this, and GW should use the standard of other competitive private universities. Finally, he hoped that the 5-year budget plan won’t be forgotten as budget development proceeds. The university needs the kind of intelligent planning that a 5-year planning exercise affords.

Professor Wagner acknowledged that the Provost’s hands are tied on many of the issues just discussed and that the best he can do is to try and get information for the faculty. She asked whether the Provost might come back to FSEC as soon as possible on these matters in order to allow FSEC to act quickly, particularly on the issue of the CDO search. The Provost responded that he would do his best to bring responses to FSEC at its December 17 meeting.

ADJOURNMENT

The meeting was adjourned at 3:31pm.

What is the CARE Team?

- ❖ The CARE Team works as a pathway through which students who may need additional support can be identified and referred to the most appropriate services
- ❖ Through the CARE Team, students are given the support they need to persist and succeed at GW and beyond.



<https://studentlife.gwu.edu/care-team>

gwcares@gwu.edu



Life Cycle of a CARE Referral

STEP ONE:

CARE Referral
Submitted

STEP TWO:

CARE Team
Evaluates
Referral

STEP THREE:

Referral is
Assigned to
Campus Partner

STEP FOUR:

Initial Outreach
Conducted by
Campus Partner

STEP FIVE:

Follow-Up from
CARE Team to
Campus Partner

STEP SIX:

Concern Requires
Additional
Follow-Up
and/or
Concern Resolved



CAPS Stepped Care Approach

CAPS will be providing our model through both in-person and telehealth formats

Students can call via phone to speak with a therapist during our daily 12-4pm virtual walk-in hours for an initial consultation through telehealth. No appointment needed.

Following the initial consultation, students will have the option for in-person or virtual follow-up visits

Silvercloud

We Talk

Mental
Health
Discussion
Series

Workshops
and Skills
Group

Brief
Individual
Counseling

Psychiatric
Referrals

Referral to
Local
Community
Providers

Contextualizing Student Trends in Higher Education

On October 13, 2021, the [US Department of Education](#) shared further guidance about the importance of supporting students at risk for self-harm or suicide. Some key takeaways from research that has emerged over the past year:

- Students during the COVID-19 pandemic are being identified as having depression and anxiety at higher rates than in past years
- More students have started or increased substance use to cope with stress or emotions
- Accessing mental health care during the COVID-19 pandemic has been more difficult than before for students
- COVID-19 has raised new barriers for many students, with heightened impacts emerging for students of color, students with disabilities, and students who are caregivers.

Current Backdrop: Contextualizing the Mental Health Crisis

- Nationally, we're seeing a generational trend with college-aged individuals who are increasingly paying greater attention to and are more accepting of mental health issues and concerns.
- Greater attention is being paid to the need for mental health support
- College-aged adults are prioritizing "self-care" and are realizing that "it's okay to not be okay".
- We're seeing reduced stigma around mental health issues and/or counseling.



Students CAPS Typically Serves vs Students of Fall 2021

- ■ We've seen a significant increase in the incidence of mental health challenges among college-aged students that only accelerated during the COVID-19 pandemic. In addition to the previous top presenting concerns:
 - Anxiety
 - Depression
 - Stress
 - Interpersonal (relational, family) concerns
- Students today are presenting with a larger variety of mental health concerns and are dealing with the impact from COVID, racial injustice, and political unrest.
- 2,739 appts from August 30th – December 5th

Students CAPS Typically Serves vs Students of Fall 2021

- **Isolation, social anxiety, reduced motivation, depressive symptoms, grief/loss, uncertainty, interpersonal differences in navigating COVID safety.**
- **Readjustment concerns.**
- **Disappointment around missed experiences and their education.**
- **Regression in socio-emotional developmental skills/tasks.**
- **COVID appears to have contributed to decreased coping skills, distress tolerance and problem solving leading to significant increase in hospitalizations (suicidality)**
 - **College aged students have always carried an increased risk of suicide, and the COVID pandemic has only exacerbated this**

Student CARE Referral Data

CARE Referral Numbers by Semester				
Fall Semester		Spring Semester		Total
FA18	974	SP19	830	1804
FA19	1015	SP20	689	1704
FA20	793	SP21	609	1402
FA21	848	SP22	N/A	462

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Student CARE Referral Data

# of Cases with Suicidal Ideation Concerns				
Fall Semester		Spring Semester		Total
FA18	38	SP19	31	69
FA19	32	SP20	14	46
FA20	13	SP21	7	11
FA21	24	SP22	N/A	15

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Fall 2021 Student CARE Referral Data (by Class Year)

First Year	308
Sophomores	229
Juniors	123
Seniors	94
Graduate	78
Inactive	12
Exchange	2



Fall 2021 Student CARE Data

Top 5 CARE Concerns

Psychological Concern- 168
Academic-Related Concern- 141
Medical Concern- 43
Friend Crisis/ Emergency- 38
COVID-19 Concern- 19



Connecting a Student to Support

A student is seriously injured, incoherent/delusional, violent, and/or threatening harm to self others



Dial 911 or call GWPD at 202-994-6111.

A student shares information about sexual misconduct or other protected status-based discrimination or harassment



- Contact the Title IX office:
<https://titleix.gwu.edu/report-incident>
- Submit a bias-incident report:
<https://diversity.gwu.edu/report-bias-incident-online>

A student shows changes in mood, hygiene, attendance, or academic performance, and/or discloses personal concerns and requests for support



- Reach out to the student offering care & concern for their well-being
- Submit a CARE Referral

How else can we be supporting our students?

- Add a syllabus statement that reiterates your availability to support students
- Consider timing deadlines in order to promote healthy sleep
- Block out time if able to after class periods to engage & chat with students
- Incorporate opportunities for self-reflection
- Reiterate the availability and importance of office hours
- Ensure that you are aware of resources and have them easily accessible if needed
- Clearly communicate your boundaries and expectations around email responses
- Be timely about reaching out to students of concern or flagging issues
- Take care of yourself, and remember you're not alone!





Faculty Senate

Benefits Advisory Committee Faculty Membership Nominations December 10, 2021

A total of six faculty representatives serve on the committee. A term is two years and is renewable. Two of the standing faculty representatives are the chairs of the Appointments, Salary, & Promotion Policies (ASPP) and Fiscal Planning & Budgeting (FPB) committees. A third member is appointed by the Faculty Senate Executive Committee (FSEC). The remaining three faculty members are “at large” members whose continuing membership on the committee is supported by the ASPP and FPB committee chairs.

Membership for 2022

Linda Briggs/SON (At Large/reappointment to new 2-year term)

Joseph Cordes/CCAS (FPB Chair/continuing appointment)

Murli Gupta/CCAS (ASPP Chair/continuing appointment)

Pradeep Rau/GWSB (At Large/reappointment to new 2-year term)

Lisa Schwartz/SMHS (At Large/currently serving 2-year term)

Philip Wirtz/GWSB (FSEC Appointed/reappointment to new 2-year term)



Faculty Senate

The Faculty Senate Standing Committee on Appointments, Salary, and Promotion Policies (ASPP)

Interim Report 2021-2022

Submitted by: Murli Gupta, Professor of Mathematics, (CCAS) and
Susan LeLacheur, Professor of Physician Assistant Studies (SMHS)

The ASPP committee continues to be very busy this year, including the summer months of 2021 after which we met on August 27, September 24 and October 29; the last meeting of 2021 will be held on December 3.

Summer 2021: Professor Wirtz served the committee this summer on an interim chair basis and reported to Faculty Senate on August 10 on seven areas in which ASPP was active this summer:

1. Reviewed, met (on June 9), and provided feedback for, the Post-COVID Academic Innovation Task Force Report;
2. Met with and advised Associate Provost Bedeau regarding the “Phased Plan for Fall 2020” report prepared for the University of Maryland;
3. Provided feedback to President LeBlanc regarding criteria and possible candidates for the Interim Provost position;
4. Reviewed the proposed guidance from SVP Murphy regarding the timing of salary increases for Faculty who are compensated on a 9-month basis given a complicating federal regulation factor;
5. Participated (as Interim Chair) in a meeting called by SVP Murphy and Dr. Lucas to discuss health protocols and student accommodations (Professor Wirtz expressed his great appreciation to both for actively engaging the faculty in this process);
6. Reviewed and offered comments on a near-final draft of the “Classroom Protocols” document; and
7. Engaged in ongoing email discussions about Fall teaching issues, such as mask enforcement in learning spaces.

New Salaries: We noted at the August meeting that the new salaries have been put in place, to be effective with the September checks. We also noted that the summer salary for continuing faculty is based on their previous year’s salary and these summer salaries showed no increments.

Classroom Protocols: We discussed the classroom protocols and what to do with students who are not masked. Suggestions were made that the faculty carry a few spare masks with them to classes and offer to the students who are not masked (the masks are available in dean’s and department offices). It was also noted that the faculty should record their lectures, wear a microphone in class, and can remove their masks while lecturing if they are at least 6 feet away

from the students and all students are masked. Also noted that eating and drinking is not allowed in GW classrooms.

Faculty Workstation Initiative (FWI): We had a discussion on the Faculty Workstation Initiative (FWI) and the long wait for the new workstations for faculty. The graduate students need newer and better computers and these are generally passed down from the faculty. The members thought that the Educational Policy & Technology committee should take up the issue of computers for graduate students.

DEI (Diversity, Equity and Inclusion) issues: We have discussed the DEI since last year. Two proposals were received from outside consultants which were eventually found to be unsatisfactory, and it was decided to continue this work in-house. Provost Bracey and Vice Provost Laguerre-Brown presented a draft GW Campus Diversity, Equity & Inclusion Review Proposal to develop a campus diversity, equity, and inclusion review process rooted in data and scholarship. The draft proposal consists of the following phases:

- *Phase I: Establish the George Washington University Diversity Leadership Council (GW DLC), Chaired by ODECE and Reporting to Provost Bracey*
- *Phase II: Collaboratively Determine Areas of Focus & Collect Appropriate Data*
- *Phase III: Create Reports and Executive Summaries describing Area of Focus, Including Themes and Areas of Opportunities Informed by Quantitative and Qualitative Data*
- *Phase IV: Outreach & Invitations to Nominated External Review Team, Representative of GW's Stakeholders and Priorities*
- *Phase V: External Review Process*
- *Phase VI: GW Community-Wide Forums*
- *Phase VII: Concrete Action Plan Forward for DLC and University Leadership, Including Specific Deliverables, Timeline, and Resources Needed*

The provost will establish a diversity leadership council (DLC) which will collaboratively determine areas of focus and collect appropriate data.

Interim President: There was a discussion of the announcement of the interim president at the September 10 meeting of faculty senate where BOT Chair, Grace Speights, announced that the board had decided to pause the presidential search process and decided to bring in an interim president, Mark Wrighton, on January 1 and also that president LeBlanc will retire as of December 31, 2021. (Everyone applauded the choice of president Wrighton as interim president.)

This announcement came as a surprise to everyone; we learned that the FSEC came to know of this at the lunch earlier that day, only 90 minutes before the public announcement was made. This does not bode well with the desired shared governance and many faculty are unhappy with the lack thereof. It was noted that the Board Chair stated that she supports shared governance but in the next breath she also made these announcements which lacked any consultation with faculty. This is a bad start and the Board needs to know this. We were told

that FSEC Chair, Arthur Wilson, has written to the Board indicating that level of concern of the faculty who are unhappy with the process where the faculty were completely excluded from the deliberations. It was noted that members of the board will be having dinner with some members of faculty (turns out that they invited all senators) and it is important to let the trustees know that the faculty need to be consulted.

Shared governance survey: A draft from FSEC was circulated to the committee members and comments were invited. Shaista Khilji talked about the process moving forward. She pointed out that the document originated from the Board and AGB. This document has to be customized for GW. The draft document has been authored by Khilji and Arthur Wilson. Several questions are: who conducts the survey, how do you define the term “faculty”, when do the town halls take place, and what are the trustees looking for? Shared governance survey V2.0 should provide clarity to these and other questions. Provost Bracey stated that the trustees very much hope that the survey results will be available prior to the start of the presidential search which starts in the spring. It is important to conduct the town halls before the survey is sent out; this would allow the perspectives of every faculty member to be heard and possibly incorporated into the survey.

Faculty consultative committee on presidential searches: FSEC asked us to work with the Professional Ethics & Academic Freedom (PEAF) committee to update and codify the procedures around appointing the Faculty Consultative Committee that works with presidential search processes; this work would apply to future searches, not the current search that will begin in spring 2022. The ASPP & PEAF subcommittee met November 22 for initial discussions. Members: Murli Gupta, Susan LeLacheur, Phil Wirtz, Natalie Houghtby-Haddon, Jeff Gutman, Ken Rodriguez, and Jeremy Liskar.

Post Covid Task Force report: This report was discussed at one of our meetings and the Hatchet had an article on the report. It was noted that being on campus in person is so much better for faculty and students alike. Question was asked: what is going to happen to the recommendations of the task force. Provost Bracey said that the report has been posted on the provosts’ web page and they are taking it under advisement. Students are asking access to course recordings. When asked if many faculty asked to teach remotely for this fall semester we learned that the number is very small.

COLA: Jamie Cohen-Cole asked our committee about the cost of living adjustment (COLA), and was invited to a committee meeting to talk about his concerns. In the years past, we used to have two components to the annual raises which consisted of COLA and merit components; this system was changed to strictly merit by then VPAA Don Lehman many years ago. In 2021, we had a 3% “merit pool” and another 0.5% pool earmarked for promotion and special raises. At public universities, the faculty have COLA because the state employees get COLA. We noted the need to distinguish between faculty and staff: the staff must receive cost of living adjustments but we are not sure if the faculty should receive it just for “sitting in their seats”. We also noted

that merit needs to include non-publishing activities undertaken by the faculty, including teaching and advising. On a suggestion from Joe Cordes, his committee (Fiscal Planning and Budgeting Committee) and ours would work on this issue and come up with some recommendations. ASPP volunteers include: Murli Gupta, Joe Cordes, Susan LeLacheur, Arlene Pericak, Heather Young, Linda Briggs and Shaista Khilji.

Faculty salary equity issues: Salary equity process is continuing again and Provost Bracey is working with the deans to examine the outliers in his regression model; new adjustments, if warranted, will be made later in the fall. Going forward, this committee should continue its work and possibly include the COLA issues. At our December 3 meeting, we expect to find out what adjustments have been made in the recent year.

75%/25% dichotomy on the faculty numbers: We discussed issues of full time regular faculty where the Faculty Code specifies 75%/25% for regular faculty. That excludes the specialized faculty who do not do all three aspects of regular faculty. According to the Core Indicators data, presented by the Provost in February, the university is very close to 75% for regular tenure track/tenured faculty (75.2% in 2018, 74.8% in 2019 and 74.1% in 2020). However, when all faculty are included (regular, research and specialized), these numbers are much smaller (65.3% in 2018, 63.9% in 2019, and 64.2% in 2020). The university is technically not in violation of the Code as the Code only refers to the regular faculty (with nonzero responsibilities in teaching, research and service), and the university has been getting around this 75/25 issue by hiring more and more specialized faculty. As the number of specialized faculty has grown substantially in the recent years, we decided that this issue needs to be revisited. PEAf has already embarked on possible revisions to the Faculty Code and an ASPP & PEAf subcommittee will work on this. The committee is being formed with members Murli Gupta, Susan LeLacheur, Phil Wirtz, Carol Hayes, Natalie Houghtby-Haddon, and Jeff Gutman.

Health care costs: On June 23, we received a summer update from the **benefits advisory committee** (BAC). The health care costs in 2021 are on a favorable track and the total health insurance premiums for 2022 are projected to increase by 2.9% next year. The participant contributions will increase by 1%, approximately \$1 to \$7 per month depending upon the coverage tier and salary band of the employee. The university's share of health care premiums in 2021 will increase from 76% to 76.8%.

Respectfully Submitted

Murli M. Gupta, Chair, ASPP Committee
November 29, 2021



Faculty Senate

The Faculty Senate Standing Committee on Educational Policy and Technology (EPT) Interim Report 2021-2022

Submitted by: Sarah Wagner, Professor of Anthropology (CCAS) and
Irene Foster, Associate Professor of Economics (CCAS)

The Committee on Educational Policy and Technology has met 6 times so far this year – on 21 May 2021, 23 June 2021, 23 July 2021, 23 September 2021, 21 October 2021 and 18 November 2021. The final meeting of the semester is scheduled for December 16th, 2021.

I. The primary focus of the **summer meetings (May-July)** was on Fall 2021 re-opening and instructional planning—that is, policies and guidance for our return to largely in-person instruction. The discussions entailed a robust exchange of ideas and information between the committee and representatives from the Provost's Office:

Fall 2021 Instructional Planning: In response to a May 19, 2021, 7-page memo prepared by EPT members entitled, "Fall 2021 Instructional Planning Concerns," Vice Provost Koren Bedeau presented at the May 21st meeting on plans, preparedness, and contingencies regarding whether instruction should in-person, hybrid, or remote. She indicated that all classroom and meeting spaces would be equipped for web-conferencing and lecture-capture. There was also discussion of the Medical Advisory Group's communication regarding vaccination and testing requirements for faculty, students and staff, and the fact that international enrollments fell by 3 percentage points for Fall 2021 (see below on the Future Enrollment Subcommittee), as well as the particular challenges faced by international students. It was agreed that expectations should be made clear to faculty and students since students had expressed a desire for "flexible remote options." In the May meeting it was agreed that messaging should go out in 2-3 weeks. In following up with that meeting's discussions, EPT sent a memo to Vice Provost Bedeau listing all faculty concerns and recommending steps to be taken before Fall 2021.

Planning was further along by the June 23rd meeting, and EPT was invited to provide comments on the messaging going to students and faculty, which they did in the form of a second memo to Vice Provost Bedeau on June 30, 2021. In the June meeting there was additional discussion of masking, testing, campus signage and coordination across all schools on campus. Dr. Imani Cheers (Senior Associate Provost for Undergraduate Education) spoke at the June meeting on campus preparations for the arrival of undergraduates, and how accommodations will be made in small classrooms.

At the July 23rd meeting, Senior Associate Provost Terry Murphy discussed HVAC optimization, vaccine compliance and travel policy. She also addressed sanctions for policy violations, recording of lectures, and restrictions on large gatherings.

EPT Interim Report Fall 2021

Post-COVID Academic Innovation Task Force Report: At the May 21st meeting, Sarah Wagner and Jason Zara reported that the PCAITF had completed its work and presented the [report](#) to Provost Bracey. In subsequent meetings, it was reported that the task force met with Provost Bracey to discuss the overall report and that the report had been posted to the PCAITF website in order to make it available to the broader community.

II. The fall meetings (September- November) have continued to focus on fall re-opening policies and their implementation; instructional technology; future enrollment planning; and student support services:

Fall re-opening (continued): Senior Associate Provost Murphy provided an update at the September 23rd meeting.

Student support services: The majority of the October 21st meeting was dedicated to presentations and discussion of student support services, namely DSS and CARE/CAPS.

- Dr. Maggie Butler (Director of DSS) provided an update that more than 3000 students are registered to receive services, and also that the office is currently understaffed. The point was raised and confirmed that the Office of Advocacy should only reach out to faculty through DSS.
- Colette Coleman (CARE) and Jessica Parrillo (CAPS) discussed the process for students at the October meeting. Anxiety and related disorders have been more severe this Fall. They are significantly understaffed (e.g., only 11 out of the 18 counselor positions are currently filled).

Instructional technology: In the November 18th meeting, chair of the Technology Subcommittee (see below) shared the report he presented to the Faculty Senate in its November 12th meeting.

Other Issues Discussed

- 1) Students have voted on a resolution pushing for hybrid teaching and lecture recordings.
- 2) What does residential education mean now post-COVID?
- 3) Vern Express delays are impacting students.

III. Subcommittees

- *Technology Subcommittee (AT/IT Subcommittee)*: Eric Grynavski agreed to chair this subcommittee at the June meeting. At the July meeting, Interim Chief Technology Officer Jared Johnson discussed the plan to centralize faculty workstation replacement. The subcommittee has been charged to work with central administration and to report back to the committee. The subcommittee reported back in the September meeting that centralization, the surge in tickets, service and support, lack of staff, faculty perspective and computer replacements are being discussed. At the October meeting, the subcommittee provided an update and emphasized the importance of involving all stakeholders in future discussions of reorganization. The committee will now focus on computer replacement (Faculty Workstation Initiative) and the position of the Chief Data Officer. As mentioned above, the chair presented the same report in the November 18th meeting as he did in the November 12th Faculty Senate meeting.
- *Future Enrollment Planning Committee*: In the September and October meetings, Jay Goff provided an enrollment status updates. Domestic enrollment is steady but international enrollments have declined. The enrollment numbers hit many of GW's strategic targets. This was originally to be co-chaired by Jay Goff and a faculty member. It was agreed at the September meeting that EPT would recommend to the Senate that this subcommittee should be formed. At the October meeting, the Educational Policy Committee co-chairs expressed their appreciation to Jamie Cohen-Cole for his willingness to serve as Chair of this important subcommittee. The subcommittee is assembling membership. The committee

EPT Interim Report Fall 2021

provided an update at the October meeting that although not as aggressive as other schools, moving forward Pell Grants will meet full needs and be phased in over the next five years. At the November meeting the committee discussed its initial meeting, raised concerns that the arm’s length relationship of the administration to the committee was a less effective representation of shared governance than had occurred in 2020-21, and raised concerns about the 9% reduction in total on campus undergraduate enrollment since 2019. (Please see the figure below, which was included in the November presentation.) Members noted that if GWU recruits an entering group of students for 2022 that is of the same size as entered in 2021, then GWU’s total enrollment will further decline with likely significant negative effects on revenue, retention, student services, care staff, financial aid, and overall student experience.

Fall 2021 Enrollment Update

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

STUDENT CATEGORY	Fall 2019	Fall 2020	Fall 2021	Diff. # 2019 to 2021	Diff. % 2019 to 2021	Diff. # 2020 to 2021	Diff. % 2020 to 2021
Total Undergraduate*	12,031	11,104	10,929	-1,102	-9.2%	-175	-1.6%
Total Graduate & Professional	15,205	15,177	14,887	-318	-2.1%	-290	-2%
Total Non-Degree	578	736	641	63	10.9%	-106	-13%
Total Enrollment	27,814	27,017	26,457	-1,357	-4.9%	-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.

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- *Shared Governance*: In conjunction with on-going Faculty Senate discussions and the recently established Shared Governance Task Force, the subcommittee is tasked with clarifying EPT’s concerns/expectations regarding shared governance. The subcommittee is assembling membership.
- *Academic Integrity Code Review*: Reconvened to consider questions that have arisen since the adoption of the revised code, this subcommittee has begun to develop recommendations to address those questions; they will present their recommendations to EPT in Spring 2022.
- *Joint PEAFF-EPT Subcommittee on Class Recording*: The subcommittee is currently assembling membership, and EPT chairs have met with their counterparts from PEAFF as well as attended a Student Association joint student-faculty information-gathering meeting on the subject on November 18th.

Resolutions presented to the Faculty Senate

None

New Business

On October 1st 2021 the Faculty Senate Executive Committee charged the committee with the following:

1. Joint with the Professional Ethics and Academic Freedom committee, consider the issue of whether GW can mandate the recording of classroom interactions (and post them online).

EPT Interim Report Fall 2021

2. Joint with the Research and University & Urban Affairs committees, investigate how GW is working to collaborate with Amazon HQ2 and to navigate competition from other local universities.
3. Through the relevant subcommittee, continue to monitor issues around academic and information technology.

Respectfully submitted,

Sarah Wagner and Irene Foster
Co-Chairs, EPT
December 1st, 2021



Faculty Senate

**The Faculty Senate Standing Committee on Professional Ethics and Academic Freedom
(PEAF)
Interim Report 2021-2022**

**Submitted by: Jeffrey Gutman, Professor of Clinical Law (LAW) and
Natalie Houghtby-Haddon, Associate Director, Center for Excellence in Public Leadership,
Assistant Professor (CPS)**

The Committee on Professional Ethics and Academic Freedom has worked this year to address the four charges given to it by the Faculty Senate Executive Committee. Those four charges, in sum, relate to the Faculty Consultative Committee, the University's classroom recording policy, a review of the Faculty Organization Plan and a review of the Faculty Code. In addition, we have responded to additional requests for consultation and input on particular matters.

Charges

In collaboration with a subcommittee of the Appointment, Salary, and Promotion Policies Committee, drafting is underway on a Faculty Senate Resolution which will make permanent a series of ad hoc policies relating to faculty selection and participation on the Faculty Consultative Committee for Presidential searches. We aim to present the Resolution to the Senate this term.

In collaboration with the Education Policy and Technology Committee, a joint subcommittee is being established to address whether GW can mandate that faculty record their class interactions and post them online. The chairs of both committees have met to determine how best to proceed, and also participated in a meeting of the Joint Committee of Faculty and Students to hear student perspectives on the benefits of having access to class recordings, while also sharing faculty concerns about the issues. The subcommittee will be constituted in December and begin its work in January 2022.

A subcommittee of PEAFF is drafting proposed changes to the Faculty Organization Plan, many of which clarify policies relating to virtual meetings. We hope to present a Resolution proposing these changes to the Senate this term.

A subcommittee of PEAFF is reviewing the Faculty Code for possible amendment. In particular, the subcommittee is working with a subcommittee appointed by the Appointment, Salary, and Promotion Policies Committee to examine the current rules in the Faculty Code governing the composition of tenured, tenure-track, contract and specialized faculty.

One Day a Week Policy

PEAF provided feedback to the Office of Ethics, Compliance and Privacy on its guidance document regarding the “one-day a week” rule – the extent to which faculty may participate in outside professional activities.

Student Discrimination Report Procedures

PEAF provided feedback to the Director of Student Rights and Responsibilities regarding proposed changes to its Student Discrimination Report Procedures.

Title IX Policy

PEAF reviewed technical changes to the University’s Title IX policy occasioned by a recent court decision.

Respectfully submitted,

Natalie Houghtby-Haddon

Jeffrey Gutman

Co-Chairs



**The Faculty Senate Standing Committee on Physical Facilities
Interim Report 2021-2022**

Submitted by: Sylvia Marotta-Walters, Chair, Department of Counseling and Human Development & Professor of Counseling and Human Development (GSEHD) and John Traub, Assistant of Production Management & Technology (CCAS)

Committee Members:

Robert Zeman, Faculty Senate Executive Committee Liaison (SMHS)
Elizabeth Amundson, Registrar, Non-voting
Catherine Cox (SON)
Baxter Goodly, Office of the Executive Vice President and Treasurer, Non-voting
Scott Burnotes (Safety and Facilities)
Eric Grynawiski (CCAS)
Dhinu Jayaseelan (SMHS)
Joshua Mannix (SON)
James Mahshie (CCAS)
Terry Murphy (Sr. Vice Provost for Academic Affairs)
Isabella Nienaman (GWSA)
Cara Padovano (SON)
Yuan Rao (SMHS)
Mark Reeves (CCAS)
Cynthia Rohrbeck (CCAS)
John Traub (CCAS), Co-chair
Nicholas Vonortas (ESIA)
Colin Young (SMHS)
Sylvia A. Marotta-Walters (GSEHD), Chair

Committee Meeting Dates: August 19, 2021; September 28, 2021; October 1, 2021; October 26, 2021; November 23, 2021.

Campus Spaces Meetings attended by two PFC Members on behalf of Committee: May 3 and 5, 2021; May 10 and 12, 2021; May 17, 2021; May 24, 2021; June 7 2021, June 14, 2021; June 21, 2021; July 12, 2021; July 19,2021; July 26, 2021.

Fiscal Planning and Budget Committee Meetings attended by Chair on behalf of Committee: May 21, 2021; September 24, 2021; October 22, 2021.

H-Street Redesign Committee attended by Chair on behalf of the Committee: 10/29/2021 and 11/24/2021.

Issues Discussed/Actions Taken

The main focus of the August and September meetings was the administration's HVAC Alignment Scorecard which was based on the 2019/2020 consultant report on HVAC maintenance and enhancements to buildings. The assessment included equipment, controls, environment, agility (periodic flushing) and domestic hot water tests.

Following this, all Foggy Bottom campus buildings were put into a spreadsheet at the request of the Senate, and that spreadsheet will show the maintenance and enhancement schedules as they are completed. Building level mitigation measures are part of the university's overall safety efforts which include the vaccine mandate, testing, monitoring for public health, masks indoors, and controlling campus access. The Physical Facilities Committee (PFC) also added a separate spreadsheet which will be at the classroom level, across all GW owned and/or operated buildings, and will also be maintained regularly.

The main focus of the October meeting was a review and examination of the processes followed for mold mitigation following the discovery of mold in Townhouse Row, which necessitated removing students into temporary housing while the administration managed the building issues. The administration reported to PFC the actions that were taken on Townhouse Row before the students moved in, and these included analyzing the fan coil units, replacing as needed, and cleaning; this same process was followed for the 12 convectors, 60 thermostatic VAVs, 14 air handlers, one makeup air unit, and 22 exhaust fans. All were tested and confirmed to be in proper operating mode. The mold incident began on August 31, by September 2, an external hygienist conducted an in-depth assessment, and on September 5, Environmental Health and Safety identified further incidences of water infiltration and mold in multiple units. The administration stated that by September 5, all necessary work had been identified in Townhouse Row.

N.B. Following the Townhouse Row incident, additional reports of mold were made across campus. The administration noted specific problems in places such as Amsterdam Hall. They informed the committee that there continues to be outstanding mold-related tickets in residence halls and academic spaces.

HEPA Filters. The administration provided a timeline for the installation of HEPA filters which had been noted on the August report. Portable HEPA filters were installed in all residential lounges and academic classrooms within those buildings without MERV 13 capabilities; this was reported to have been done before the first day of classes.

MERV 13 filters were retrofitted beginning in the fall of 2020, and continue to today. The schedule for maintaining these is also included in the spreadsheet which was mentioned above. Both building level and classroom level spreadsheets will be updated and monitored by administration and the PFC.

Campus Master Plan. During several fall meetings of the PFC, the new Strategic Campus Facilities Master Plan (SCFMP) was reported and discussed. See Attached. The SCFMP was also presented to the full Senate by EVP and CFO Mark Diaz. The plan generated considerable discussion, both in PFC meetings and in the full Senate. As a result, [a joint resolution was drafted by PFC and Fiscal Planning and Budget Committee and was adopted by the Senate in November.](#)

H Street Redesign. A committee was constituted with input from the Faculty Senate Executive Committee, and the chair of PFC was appointed as a member. Two meetings have been held, with the intent being to design guiding principles and a vision statement that will be provided to potential competitors interested in collaborating with the university on the project; no time frame has been settled upon for actual building of this segment of the SCFMP. PFC was briefed on the current status of this competitive process.



Faculty Senate

Faculty Senate Research Committee Standing Committee Annual Report May 21st – December 3rd 2021

Members of the committee, Faculty Senate year 2021/22: McDonnell (Co-Chair), Sarkar (Co-Chair), Kurtzman (Executive Committee liaison), faculty (voting): Applebaum, Baird, Barzani, Bosque-Pardos, Cohen-Cole, Darcy Mahoney, El-Ghazawi, Engel, Kay, Kumar, Kusner, Lagadec, Lill, Medlej, Pintz, Subiaul, Vonortas, Warren, Wei, Westwater, Young, ; postdoc: Cox (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), Colby (LAW), Perry (GWSB), Sommers (Library), AVP Research Lohr, Interim VP Berg; VP Research Norris, Provost Bracey.

Meetings: The Faculty Senate Research Committee held monthly meetings on the first Friday afternoon of every month via Zoom (September – December). Additional meetings were held over the summer (6/4, 7/2, 8/6). The committee has met 7 times.

OVPR & POD Functioning. The POD leaders have provided monthly updates to the committee as the POD structure has been taking shape and staff positions are being backfilled. FSRC members voiced concerns about the level of support and the HR related difficulties to fully staff the PODs and the OSP. The committee is thankful to OVPR and POD administration for attending each meeting and engaging with the FSRC. POD leaders presented a one-year report on POD organization and functioning in the November meeting. The report indicated that the organizational framework of the POD is still under-development. It noted the difficulties associated with the changing leadership, shared services, COVID-19 and frequent staff departures. It underscored the need for more resources for supporting the research infrastructure. At this point, the PODs have not experienced a 'steady state' and an outcome evaluation of the POD is premature.

GW Vice Provost of Research. Dr. Pam Norris after assuming the charge of the VP Research on November 1, 2021, has attended two FSRC monthly meetings. She has been informed about the ecosystem reviews and charges accorded to the committee by FSEC. We wish to thank Dr. Carla Berg for her service as the interim VP for Research.

Board of Trustees (BOT): The committee discussed with Provost Bracey the configuration of the BOT committees and the committee noted that the current organization lacks representation for the university research ecosystem.

FSEC Charge: During the November and December meetings, the charge of the FSEC was discussed and an agenda for the 2022 year will be drafted.



Faculty Senate

The Faculty Senate Standing Committee on University Urban Affairs (UUA) Interim Report 2021-2022

Submitted by: Sarah Baird, Professor of Global Health and Economics, Department of Global Health, Milken Institute School of Public Health

In Summer 2021, UUA was reconstituted with several new members under a new chair, Sarah Baird. In addition, Amy Cohen was appointed as co-chair in November.

Current UUA Members include:

- Sarah Baird, Chair (GWSPH)*
- Amy Cohen, co-Chair (CCAS)
- Hugh Agnew (ESIA), Faculty Senate Executive Committee Liaison*
- Tomi Adetunji (SEAS)
- Sonal Batra (SMHS)
- Athena Cross (CPS Staff)
- Bagmi Das (GSEHD)
- Karen Dawn (SON)
- Wendy Ellis (GWSPH)
- Karen Kesten (SON)
- Samantha Luna (CPA staff)
- Renee McPhatter (Gov and Community Rel.)
- Gene Migliaccio (GWSPH)
- Nathan Nyugen (GWSA)
- Chavon Onumah (SMHS)
- Prasad Srinivas (GWSB)*
- David Sullivan (SMHS)
- Leslie Trimmer (GSHEd)
- Margaret Venzke (SON)
- Maranda Ward (SMHS)
- Christy Zink (CCAS)

*Faculty Senators

Committee Mission states:

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

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

The FSEC also identified the following goals for UUA:

1. Joint with the Research committees, investigate how GW is working to collaborate with Amazon HQ2 and to navigate competition from other local universities.
2. Proactively look at ways to improve neighborhood relations, including building an inventory of current efforts across the university in this area.

Committee Actions (Fall Semester 2021):

Due to the ongoing pandemic, all meetings of the UUA committee have been done virtually via Zoom. Members met on October 8, November 12, December 10 (upcoming).

Below is a snapshot of the ongoing activities that relate to aforementioned UUA goals:

- *Investigate how GW can work to collaborate with Amazon HQ2:* This was discussed in both the October and November meeting, and the general consensus is it is that it is unclear what the role of this committee is or should be in addressing this issue. The UUA chair initiated discussions with the University Research Committee on this issue, the results being that the Senate has not yet decided on clear points of action. The UUA chair reported on this status in October and November committee meetings, and in response the UUA identified two actionable, focused priorities for 2021-2022.
- *Building an inventory of current efforts across the university:* Committee members are prioritizing this effort as a key activity for the committee during the 2021-2022 academic year. Thus far discussions have involved trying to understand what currently exists, what platforms might be available to collect this information, and how to make it a priority for faculty and the GW more broadly in the future. A likely candidate to build this effort through is the 'givepulse' site designed and maintained by the Nashman center.
- *Proactively look at ways to improve neighborhood relations:* The Committee identified the new GW hospital project in Ward 8 as a key project for strengthening community relations.

Based on member discussions and interests, UUA has identified two projects for 2021-2022:

- **Project 1 – Create an inventory** of community engagement events at GW that is sustainable and acts as a catalyst for further partnership related to community engagement by GW faculty, students and staff.
- **Project 2 – Community Engagement plan with the new hospital.** Committee members will develop and implement (with identified key partners) a proposed plan of community engagement related to the new hospital. A select sub-group of members will meet more regularly to help move this forward.

Please direct all inquires to UUA Chair, Professor Sarah Baird at sbaird@gwu.edu.

Reviewed by UUA committee members.



Faculty Senate

Report of the Faculty Senate Executive Committee (FSEC)
December 10, 2021
Arthur Wilson, Chair

Interim President Transition

FSEC looks forward to a second meeting with Interim President Wrighton on January 7 and to welcoming him to the Senate meeting on January 14.

Standing Senate Committee Updates

Any committee chairs who have not yet emailed their interim reports to Liz and Jenna are asked to do so as soon as possible.

Shared Governance

The Shared Governance Task Force held an initial meeting on November 19. It was decided that the three co-chairs would also meet more frequently to get started. The task force is now planning to meet again on the 20th or 21st of December, and the steering committee met this morning; scheduling has been a challenge. The plan is to hold a series of town halls in early spring, which should clarify some issues and inform the construction of a faculty survey, also planned for early in the Spring semester. GW's Office of Survey Research will organize the town halls and conduct the survey. A second set of town halls will follow the survey. At some point, late in the Spring semester, the task force will develop proposals to send to the Board to help define what shared governance will mean at GW going forward.

Personnel Actions

There are no active grievances at the university.

Calendar

The next regularly scheduled meeting of the Faculty Senate Executive Committee is December 17, 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, particularly given that this meeting takes place earlier in the month than usual to accommodate the winter break.



**Faculty Senate
Provost Bracey Remarks
December 10, 2021**

Good afternoon. I will keep my update brief.

End of Semester Message

Hopefully, you saw the end of semester message I sent to faculty yesterday. Above all, it was a message of celebration. We are celebrating our resilience as a community at the end of our first in-person, on-campus semester since the pandemic began; we are celebrating our shared commitment to health and safety protocols, which has kept the COVID-19 positivity rate on campus low; and we are applauding the time and effort that we as a community have devoted to prioritizing our culture of empathy, especially for students. The pandemic is not yet over, and in the new year, we will need to continue our commitment in these areas as we work together to achieve preeminence as a global research university.

In the message, I also acknowledged and thanked President LeBlanc for his dedicated service to the university. His steady leadership over the last four years, particularly during the disruption of the pandemic, has positioned the George Washington University for future excellence. I am grateful for having had his partnership during my time as interim provost and wish him well on his retirement from the university.

I also expressed excitement to welcome interim president Mark S. Wrighton on January 1. With years of experience as an administrator and educator, he will be a strong leader during this transition period as we search for a permanent president.

The message linked to the [Provost site](#), which has some important end-of-semester information.

Regarding recent campus health messages, I shared dates and timing for scheduling COVID-19 tests following the winter break. I also shared that our Public Health Lab is able to conduct genetic sequencing, and as of now, the positive cases we have screened in the past month show no cases of the Omicron variant. We will continue to monitor cases and assess whether any additional safeguards are necessary. We encourage you to be safe if you plan to travel for the holidays.

I encouraged faculty to submit fall grades as soon as possible after the completion of final exams. Grades should be submitted within 5 business days of the final. Exams taking place on the last day of finals, December 22nd, should be submitted by 5pm on December 31st.

You can find the rest of the information on the [Provost site](#), in the [top link under the Updates tab](#). This update includes information about student and faculty wellbeing resources, course material adoptions for Spring 2022, digital accessibility for course materials, and faculty awards nominations, which are due TODAY. Supporting materials are due January 21st.

Shared Governance Task Force

As Chair Wilson mentioned, the Shared Governance Task Force work continues. The steering committee, consisting of myself, Dr. Shaista Khilji, and Trustee Amr ElSawy, met this morning. We discussed some elements of the forthcoming faculty survey, including its structure and the timing and manner of its distribution, as well as the cadence of forthcoming meetings. In an update to Professor Wilson's comments, the steering committee has determined that the next meeting of the full task force will include a determination of the steps and timeline to follow with regard to town halls and a faculty survey. I look forward to working closely with the steering committee and the task force at large in the coming months.

Diversity, Equity and Inclusion Program Review Update

Our work on the diversity, equity and inclusion program review continues. We are currently working to identify the personnel we anticipate we will need to accomplish the review — this includes both a committee at large as well as sub-committees assigned to focus on faculty hiring and the student experience. We will share an announcement when the roster is finalized. Shortly thereafter, we plan to distribute a DEI survey instrument to the community.

Finally, keep an eye out on the diversity website in the coming weeks as they upload videos of some of our excellent panels from the Diversity Summit.

I wish you all a safe, healthy, and happy holiday break with your families and loved ones, and as always, thank you for all you do for the George Washington University. I will see you in 2022.