



Faculty Senate

MINUTES OF THE REGULAR SENATE MEETING HELD ON FEBRUARY 18, 2022 VIA WEBEX

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

Absent: Dean Matthew; Professors Callier, Lewis, and Vonortas.

CALL TO ORDER

The meeting was called to order at 2:02p.m.

APPROVAL OF THE MINUTES

The [minutes](#) of the January 14, 2022, Faculty Senate meeting were approved by unanimous consent.

PRESIDENT'S REPORT (Mark Wrighton, President)

President Wrighton opened his report with the announcement that he has appointed Chris Bracey as Provost and Executive Vice President for Academic Affairs, removing the interim title he had held since last summer; this appointment was effective February 1, 2022. The President noted that he consulted with the Faculty Senate Executive Committee (FSEC) on this matter, both as a group and individually. In addition, he sought the input of the Board of Trustees and spoke with all 21 members of the Board. He also spoke with all members of the University Leadership Committee this week about this decision. He expressed his confidence that Provost Bracey will continue to serve GW extraordinarily well and noted that he looks forward to their continued work together. A public email announcement will follow this Senate announcement. He invited the Provost to make a few comments.

Provost Bracey gave the following remarks:

“Thank you, President Wrighton. Let me start by emphasizing how incredibly honored I feel to be named provost of the George Washington University. Given your distinguished career in higher education – as a department chair and provost at MIT and chancellor at Washington University in St. Louis for more than 20 years – it is my privilege to have your confidence in leading the academic enterprise at the George Washington University.

“Ever since I joined the law faculty in 2008, it has been a genuine privilege to collaborate with my incredible colleagues to pursue our shared aspiration of academic preeminence.

“As you know well, I came to the George Washington University after having spent seven years as a faculty member of the school of law at Washington University at St. Louis. My departure from Wash U was bittersweet, as I was leaving a place that I had grown to love to return to a place that I called home -- where I was born and raised and always aspired to be as a lawyer and a professor of constitutional law and civil rights.

“In my time at the George Washington University, I have seen it grow and thrive in a multitude of ways thanks to the hard work of our students, faculty, and staff, who have remained steadfast in their commitment to advancing the frontier of knowledge through the production and dissemination of impactful research, and the fulfilment of our promise of providing a high-quality teaching and learning environment to train future leaders of our world. This is our fundamental mission as a university – a mission centered on the advancement of our academic enterprise. A mission deeply rooted in a tradition of achievement of focused excellence in the full range of academic disciplines. A mission that ensures that we commit resources to units that support the academic enterprise. There is much work to be done in this regard, and I encourage others to join me and the academic team in doing this important work.

“Leading the university’s academic enterprise is a significant task that I take very seriously, and I recognize that this requires a valued and committed partnership of the university’s administration, deans, and faculty leaders, particularly the Faculty Senate. I have always enjoyed a good relationship with the faculty and the faculty senate, and I want to thank the Faculty Senate for all the support it has given me over the last several months as interim provost and the past 6 years as vice provost. I look forward to continuing to work with all of you on our shared goals.

“Let me close by saying that I am particularly excited to be partnering with President Wrighton on our renewed commitment to the academic and student experience at the George Washington University. I invite you all to join us as we embark on our third century as a university that aspires to preeminence as a global research institution. These are exciting times. This renewed energy is exactly what is needed to drive our university reputation forward.”

President Wrighton congratulated Provost Bracey and expressed his view that he will add significantly to this institutional momentum. He noted that, of course, no person in the administration is ever truly “permanent,” but the use of this term reflects that an individual has the full backing of the Board of Trustees, FSEC, and the University Leadership Council. These groups are uniformly enthusiastic about this appointment.

The President continued his report by noting that DC Mayor Muriel Bowser convened a group of regional leaders, including himself, yesterday to participate in the groundbreaking ceremony for the new Cedar Hill Regional Medical Center. This is a \$375 million investment that will bring much

needed health care services to Ward 7 and Ward 8; GW and the Medical Faculty Associates (MFA) will be key contributors to this important undertaking. He noted that, while GW is a global institution, the DC region also needs the university; this investment on GW's part will serve the community extraordinarily well. He acknowledged that he himself did not do any of the hard work leading to this moment; considerable effort was expended over several years by former President LeBlanc, CFO Mark Diaz and, more recently, by Dean Bass. The hospital is expected to be completed in a two-year timeframe.

President Wrighton noted that he has now attended a full cycle of Board of Trustees meetings as well as a MFA board meeting and reported being very stimulated by the activity and dedication of all those rowing in the same direction toward helping build GW's quality and impact.

He highlighted two recent faculty achievements: Professors Nathan Smith (School of Medicine and Health Sciences (SMHS) and Chris Cahill (Columbian College of Arts & Sciences (CCAS)/Chemistry) [were elected as Fellows of the American Association for the Advancement of Science \(AAAS\)](#).

GW celebrated Martin Luther King, Jr. Day last month and has had a great kick-off of Black History Month and Black Heritage Celebration Events. Last night, the President noted, a special event was held at Betts Auditorium in connection with the university's Black Heritage celebration. Excellent presentations from Dean Cissy Petty and Michael Tapscott (Director of the Multicultural Student Services Center) were followed by a moving video of testimonials to Mr. Tapscott's impact on current and former students. The presentation culminated with a beautiful vocal performance by one of GW's current students.

President Wrighton expressed his appreciation for the participation of faculty and administration leaders in the Shared Governance Task Force, including Provost Bracey (who represents the administration in these discussions), as well as the Board members involved in the task force's work. He noted that he attended all four shared governance town halls and looks forward to the task force's retreat a week from tomorrow to consider what was heard and how to respond to the discussions held at the town halls.

President Wrighton noted that the university now needs to begin the process of articulating and setting its academic priorities; he reported that he convened a meeting with the Provost and all ten deans last week on this topic. Many interesting activities are already underway across the university, and the leadership is now discussing university-wide initiatives to bring the academic community together to maximize the impact of these activities. He noted that the administration will be working together with the deans as well as with Vice Provost Norris and will seek input from other faculty leaders. Common themes from the current five-year planning processes occurring in the school will be identified, but the President noted that setting priorities alone is not the same as a comprehensive strategic plan. After the university has identified its academic priorities, it will be important to understand the costs involved, where resources will come from, whether new physical spaces will be required (and where they will be located), and other considerations. He recognized that a comprehensive strategic planning process will necessarily involve many constituencies including students, faculty, alumni, and staff.

The President stated that he has been learning first-hand what an excellent team is in place at GW, citing recent meetings with faculty from the Chemistry department, the School of Engineering &

Applied Science (SEAS), the School of Medicine & Health Sciences (SMHS), and the MFA. Together with Provost Bracey, he held a meeting with the College of Professional Studies and announced there—as he has with the School of Nursing—that a search will shortly be underway for a permanent dean. He observed that Provost Bracey’s appointment should give assurance to any prospective candidates for these deanships that they will know who they will be working with in that capacity. The President noted that he also met with the Elliott School of International Affairs (ESIA) faculty this morning and expressed his view that this strong program is attracting top students and faculty and has the ability to do significant work in the field of international affairs.

Finally, the President noted that he is making time for fun while doing all this work. He attended the women’s basketball game this past Wednesday; the team won its fourth game in a row, and the university celebrated the academic achievements of its Division I student-athletes. He hoped that faculty would join him in attending the men’s basketball game tomorrow evening.

REPORT: Annual Report on Research (Pam Norris, Vice Provost for Research)

President Wrighton introduced Vice Provost Norris, noting that she is a GW veteran compared to him, having begun her position in November 2021. She was recruited under the leadership of Provost Bracey and came to GW from the University of Virginia, which has an exceptionally strong record of achievement in research. At GW, Vice Provost Norris has a broad portfolio that includes all areas of scholarship (beyond her own field of engineering).

Vice Provost Norris opened her remarks by confirming that she has been very busy in the 3½ months she has now been in her position. Referencing the [attached](#) slides, she noted that she has been doing a lot of listening, collecting feedback, and gathering data, both internally and outside GW. GW joined the elite ranks of R1 universities in 2007 and is now one of 137 R1 universities in the country; she noted the importance of continuing to expand GW’s research enterprise. She expressed her gratitude to the faculty who participated in the faculty-led research ecosystem review that proved very useful during her interview process and upon her arrival at GW. She observed that there are many resources supporting research at GW that are outside the Office of the Vice Provost for Research (OVPR). She recognized that she will need to partner with these offices in hiring, allocating space and resources, creating protected time for research, and reducing the administrative burden associated with research. She observed that these various resources are sometimes scattered, uncorrelated, and isolated; they may at times represent a duplication of effort, and there can be a general lack of awareness of some of the resources available. Vice Provost Norris stated that she sees her job as, in part, aligning these efforts to collectively work toward the university’s strategic aims.

Vice Provost Norris highlighted several honors and accomplishments by GW researchers. She then displayed several slides illustrating the size, magnitude, and ranking of sponsored research at GW, noting that nearly 85% of GW’s research funding comes from federally sponsored research. The Vice Provost stated that she hoped to work with units across campus to develop more foundation, non-profit, industry, and philanthropic research support while still continuing the trend of increased federal expenditures. She noted that inter-school collaborations provide big opportunities for projects at the university, and she hoped to see more of these cross-disciplinary projects in the years to come. In addition, she noted that a jump in publications over the past two years reflects valuable

work accomplished during the pandemic; this represents a rich set of publications coming from GW scholars.

Vice Provost Norris discussed the pipeline of researchers at GW, noting that, clearly, high-quality research relies on high-quality PhD students and postdocs. She observed that one area of concern is that the number of doctorates awarded has decreased over the past couple of years (while allowing that the graduation rate understandably slowed a bit during the pandemic). She noted that she will be working across campus to make sure that the financial support system for GW's PhD students enables growth in this area. She added that she was delighted with GW's recent advancements in support for postdocs—work led by Gina Lohr—to help grow this population of researchers at GW. In reviewing undergraduate research numbers, the Vice Provost indicated that she would like to see a higher percentage of undergraduates graduating with a significant mentored research experience at GW.

Vice Provost Norris's final slides highlighted examples of GW's research impact as well as upcoming enhancements (including the launch of myResearch on February 22) and areas of focus going forward.

Professor Tekleselassie thanked Vice Provost Norris for her great vision for GW's research infrastructure. He noted that most federal funding is biased toward the health sciences, engineering, and other natural sciences, while the social sciences, education, and humanities are less able to obtain significant external funding; he asked what best practices she plans to bring to GW to increase funding in these areas. He also noted that GW has not only a global presence but also a strong local presence as evidenced by its work with the DC Public Schools and other local entities. He hoped that the university's research vision would include supporting nontraditional research as well.

Vice Provost Norris responded that she was hired to be a VPR for all, and that is her intent. She added that she is careful to speak of the research and scholarly community; scholarship has the opportunity to impact the world. This is not just accomplished through sponsored research, as Professor Tekleselassie pointed out, but through broadly defined scholarship. She noted that there are more opportunities for humanities and social sciences faculty to be involved in center-level proposals and in workforce development through training grants; their expertise and skill sets can add to these areas, and a comprehensive university can create opportunities for this type of work. Part of her role will be to ensure that faculty know how to become involved. However, she added, some faculty will not want to participate in that type of research, and she emphasized the need to be sure the university is celebrating and being inclusive of all types of scholarship. She observed that the research faculty is not a subset of the GW faculty: it is all of the faculty.

Professor Clarke asked two clarifying questions based on what Vice Provost Norris meant by terms referenced in her slides: “right-sizing” the PhD population and creating a “diverse and inclusive innovation environment.” Vice Provost Norris responded that right-sizing the PhD population at GW means increasing the overall numbers of PhD students but not necessarily increasing the size of each program by the same percentage; it will be important to consider which programs should be sized at what levels. Second, she noted that one of the priorities of the [NSF Innovation Corps](#) program is to train people who don't typically participate in entrepreneurship (e.g., women, underrepresented minorities). This is the diverse and inclusive innovation environment she mentioned in her presentation.

Professor Grynawski noted that the Provost's office used to have a substantial role in the PhD population (e.g., through a selective excellence program). The previous administration reduced funding for many programs. Due to this, some departments do not have a sufficient number of students to cover large undergraduate courses, which limits flexibility in letting students pursue funded research opportunities. While expressing his appreciation for the return of diversity funding, he asked what Vice Provost Norris's view is of the role of the Provost's office in this area going forward, as the previous administration eliminated conventional tools provosts used to enhance doctoral programs. Vice Provost Norris responded that the PhD population and its size and funding are not directly housed in OVPR. However, she added, she does not see how she can succeed in her mission of releasing the pent-up research potential at GW without growth in the PhD program. The most recent change in PhD funding at GW, she noted, encouraged the status quo but not growth. She expressed that her job now is to articulate how this is the case and how it won't be supportive of growth—and then work with the leadership to create a scalable program to bring in the right number of high-quality PhD students to help advance research and scholarship. She added that career development support opportunities for PhD students beyond their labs also need to be created and expanded at GW to help doctorate students succeed in their efforts to launch their careers.

REPORT: Annual Salary Equity Report (Chris Bracey, Provost)

Referencing the [attached](#) slides, Provost Bracey reviewed the background of salary equity committee, legitimate factors that might explain salary disparities, and the reconstitution of the committee in 2018 (as well as the literature review and methodology behind its work). He then reviewed a sample school analysis and a decoded example before reporting the August 2021 results with regard to salary outliers and adjustments made, adding that all of these results were also shared with the Appointments, Salary, and Promotion Policies (ASPP) committee. He added that the August 2021 analysis was done following the merit adjustments made in July 2021; with the shift of merit increase to July, this analysis will be done in the August timeframe going forward.

Provost Bracey explained that the analysis was attempted for the College of Professional Studies (whose faculty are nearly all untenured) several years ago, but the n was too small. Additionally, SMHS faculty are a unique cohort, with many faculty who are also clinical practitioners; this requires a different approach.

The Provost noted that the number of outliers requiring adjustment is very small, indicating that the schools are largely getting salary equity right (in addition, some outlier salaries were for retiring faculty). The number of outliers has remained relatively flat over the years that this review has been done, and some of the outliers are the same year over year. Going forward, the Provost indicated that future equity reviews would include new strategic directions that would develop race and gender analysis and would encourage school-level reviews before the Provost's review; reconvening the faculty committee; reviewing the methodology; adding variables for consideration; and considering the inclusion of health sciences faculty in this review process.

President Wrighton expressed his appreciation for this very disciplined system and the work to come in this area.

UPDATE: Future Enrollment and Housing (Jamie Cohen-Cole, Chair, Subcommittee for Future Enrollment Planning/Educational Policy & Technology Committee)

Prior to this presentation, President Wrighton noted that he had the opportunity this week to meet with the chairs of the ten Senate standing committees. He appreciated both Professor Wilson's arranging the meeting and the fact that there are a large number of faculty beyond the Senate members who are involved in this work; he thanked all for their efforts and invited Professor Cohen-Cole to give his presentation.

Professor Cohen-Cole reviewed the [attached](#) slides, explaining that he would lay out a set of background facts that would help frame the recommendations and discussion at which the subcommittee and EPT as a whole have arrived (with 90% of EPT voting to support the subcommittee's recommendations). He displayed the enrollment trends from 2017 to the present year and, noting that there are a number of ways of measuring how GW's enrollment is enumerated, commented that his presentation would focus on the resident undergraduate population, as this number relates to elements such as the robustness of GW's academic programs. He added that he would refer to the numbers referring specifically to students living in on-campus dorms in the second part of his presentation.

He observed a fairly dramatic change in the number of undergraduate students and the total enrollment the year before the pandemic (Fall 2019) and Fall 2021 and noted that the university will now need to think about setting benchmarks for returning to prepandemic enrollment levels over a period of time, displaying some scenarios that would accomplish this. He reviewed the DC Zoning Commission requirement for GW's on-campus housing and shared a table of numerous enrollment cap estimates under the current enrollment cap agreement. Professor Cohen-Cole noted that the drop in actual bed numbers available on campus in FY22 was managed by the fact that the resident population enrolled was also smaller. The Thurston Hall renovation was the cause of the reduction in the number of beds on campus, and a planned dormitory that would have made up for this difference was scrapped in 2019.

Professor Cohen-Cole observed that, with the university at full capacity under its on-campus housing agreement, there are significant concerns around housing students when dorms go offline for emergencies or for renovation. He shared some planning assumptions based on certain dorms coming offline for renovation; these clearly show that GW would be less able to sustain its enrollments because of the housing cap requirement under these circumstances. The university clearly needs swing space to accommodate students during renovations and emergencies. In addition, he observed, the size of GW's student body has a positive correlation with both diversity and the academic strength of the student body; the student experience is also positively correlated with the size of the student body. Finally, he noted, students may be thinking about a return on their academic investment and what they are paying for, and it is evident that GW's market basket and competitor schools are beginning to meet—out of their operational funds—the full need of their student bodies. GW may very well also need to meet the full need of its student body out of operational funds; this may only be possible by maintaining or increasing the size of the student body.

This background led the Educational Policy and Technology (EPT) committee to articulate its concerns in the following statement:

The Future Enrollment Planning Subcommittee and the Educational Policy and Technology Committee (EPT) observe how robust enrollments have given the university the means to fulfill its commitment to diversity, high academic standards, and the strength of our programs.

EPT and the subcommittee are concerned that current enrollment targets may be insufficient to meet the University's short- and long-term goals, and encourage the administration to review the possibility of increasing proximal enrollment targets.

Having observed the damage that decreasing housing stock and enrollments have caused to student experience, to university budgets, and to some academic programs (fn1); having noted the ways that student housing capacity is linked to the university's ability to decide the size of the enrollment it wants; EPT and the subcommittee recommend that the university set as a goal creating a larger housing stock in order to provide for a more robust student experience and future flexibility with respect to enrollment planning. *To accomplish this goal, the university needs to ensure that Mitchell and Madison Halls remain in use as dorms (except for necessary renovations) and also strongly consider the need for a new residence hall, such as that which is already designed and zoned.*

GW Today/December 2018: University Incorporating Student Feedback into New Residence Hall Design Process

(fn1): December EPT report to the Senate: "At the November meeting the committee ... raised concerns about the 9% reduction in total on campus undergraduate enrollment since 2019....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."

Professor Wagner noted that the subcommittee has put a lot of time and effort into this question and expressed her gratitude for their work. In a recent tour of GW's residential housing with the subcommittee, she was struck by how widely conditions differ from one GW dorm to another. She echoed the concern expressed by others the impact that a housing crunch places on enrollment planning; this underscores the importance of a new dorm on GW's campus. She then circled back to the correlation of the size of the undergraduate population to the student experience and asked what the subcommittee has determined with regard to the relationship of the size of the undergraduate student body to its diversity and academic strengths.

Professor Cohen-Cole observed that the retention rate of first-year students is one indicator of student happiness, noting that GW's retention rate has been at its best when enrollment was at its highest. Another measure is the number of sections students can enroll in during their first year; in years in which GW was the largest, there were more open sections than in other years. This is perhaps logical: when the university has more students, it has more economic resources, and the Provost and deans are then able to make more resources available for teaching classes. This in turn allows students to enroll in the classes they need, which encourages retention. Additionally, with more students, fixed costs (e.g., buildings) are spread across more students, and the university can then invest more directly in the student experience. He encouraged other subcommittee members to weigh in on this question.

Professor Wirtz agreed with everything in Professor Cohen-Cole's statements. He noted that, at one point, the central administration thought smaller was better, but he stated that all the numbers he has seen suggest that almost exactly the opposite is true. If the university is really interested in diversity, equity, and inclusion, there is almost a requirement to grow. When GW embarked on the Thurston renovation, it lost over 300 beds; the previously-planned new dorm would only have restored the status quo. With other dorms going offline for renovation, making everything fit becomes very complicated. He added that, while thinking about growth, the university also has to think about competing interests (e.g., the possibility of taking Madison Hall offline completely as part of the Strategic Campus Facilities Master Plan). The subcommittee determined that taking an existing dorm and repurposing it for a different priority would operate against almost everything that GW has been purporting to try and accomplish. He added that none of this is done in a vacuum; the university needs to be concerned about the recent student petition on the impact of proposed changes to housing fees. In addition, the university needs to be focused on the question of the discount rate. The discount rate is what will help GW get where its needs to be with regard to diversity, equity, and inclusion and must be improved in order to attract top-quality students who are heterogeneous in their composition.

Professor Grynawski reiterated that the statement EPT voted on and quoted above had two parts: increasing enrollment to improve the student experience and building a new dorm to balance the net loss of Thurston Hall beds. He added that the residence hall tour Professor Wagner mentioned highlighted a definite sense on campus of haves vs. have-nots in the student body around dorms that are clearly subpar. He noted that it is important to make sure that students are not immediately dissatisfied upon their arrival at GW because they view themselves as somehow being assigned into some type of have-not housing at the university.

Professor Galston asked what the reason was for abandoning the planned new dorm in the lot across from the Law School; understanding this might allow for discussions about how to create conditions that would facilitate the reconsideration of that decision. She also noted that the cost of putting students in hotels around campus when beds go offline may be high, but there is a balance between covering that temporary cost in order to maintain those students' tuition dollars. Finally, she noted that today's students are tomorrow's alumni—GW has a problem with alumni loyalty and willingness to give back to the university. If they leave GW disgruntled or feeling that they've been shortchanged, they will not be inclined to be supportive alumni. Professor Cohen-Cole responded that he did not know why the planned dorm was canceled and deferred to university leadership on this question. He noted that he would take the cost of temporary student housing under advisement, adding that the university may have less flexibility in this area now that GW no longer owns the hotel spaces it once did. Professor Galston reiterated that the increased cost of housing these students would be temporary and, in that sense, represents an investment in the student experience during a period of residence hall renovation. Professor Cohen-Cole noted that this comment indicates that the university might think about this kind of temporary housing investment as a way of not precipitously changing the university's enrollment during a renovation period.

President Wrighton commented that the relationship between a university's financial resources/expenses and the quality of experience/students is very complicated. Some institutions have been able to expand and increase the academic and diversity indicators of its entering students; however, a key factor in this is the recognition of the need to build financial aid resources commensurate with the expansion of the class and with recruiting a more diverse class, including a

commitment to strengthening socioeconomic diversity. Residence halls are one factor; fundraising for financial aid and the endowment is another factor. A university also needs application pressure to be able to continue to advance in quality and diversity as well as affordability. This is a very complex situation. President Wrighton referenced Northeastern University as an example of this, noting that they were, fairly recently, the largest private university in the US. They decided that trimming their sails in terms of scale would enable them to enhance quality; they are now acknowledged as having been far more successful in achieving recognition for quality as a result. GW has not yet undertaken this kind of detailed consideration. At the moment, the university is short on strength in its financial aid resources; this will hopefully be relieved somewhat by a renewed fundraising focus on financial aid. The unevenness that many are easily able to recognize in terms of facilities for students is something that must be addressed in the long term. The university cannot take offline all of the residence halls that need to be improved all at once; this takes time and a plan.

President Wrighton noted that some universities (e.g., USC, NYU) have chosen to expand significantly, becoming the largest private universities in terms of enrollment. GW needs to define its agenda looking forward, and President Wrighton expressed his hope that the university might get to that kind of consideration as it better defines its academic priorities—and then undertakes a comprehensive strategic planning process to ensure it is on a good course to achieve its aspirations.

Provost Bracey noted that, while he was not privy to the conversations leading to the decision not to build the new dorm, he was made aware of the fact that the permitting process in DC was a particular challenge with that project.

President Wrighton stated that the university will be undertaking a consideration of how to pace the redevelopment of its older residence halls. Thurston coming online this fall will create more tension among the student body who don't have the luxury of being housed in Thurston. This will be a factor to consider seriously as GW is increasingly attractive to talented students. He noted that this year's early decision applications—an indicator of students' desire to attend a first choice—are up, and he is very proud of Vice Provost Goff's work on building the strength of GW's applicant pool.

President Wrighton noted that he would follow up with the Senate on the question of why the planned new dorm project was canceled.

UPDATE: Tracking and Student Privacy (Arthur Wilson, Chair, Faculty Senate Executive Committee)

Professor Wilson recognized Professor Grynawski to present on this issue for the Senate. Professor Grynawski's very thorough presentation is encapsulated in the [attached](#) slides, and he thanked the President and Provost for their thoughtful and transparent work on this issue. He summarized the importance of privacy for the intellectual and residential community that is inherent to a university environment. He then reviewed the history of the present issue and provided some technical details as well as best practices and norms around this type of data tracking and collection by other universities and companies providing these services. He noted that the privacy measures recommended by vendors were not implemented at GW and suggested that part of the problem is that compliance and IT both report to the same office, an unusual arrangement. He noted that, at most universities, there is a more robust process to ensure technology serves the educational mission of the university and to identify ethical concerns early. He also warned that GW was in the process

of implementing a new WiFi system that could track the community at a much finer level of detail than the one that was under discussion. He highlighted the fact that the university structures that would review this type of IT activity are not currently in place at GW. Instead, GW's structure is hierarchical; this may provide an institutional explanation for how this misstep occurred.

President Wrighton expressed his admiration for the depth of understanding communicated in this report, noting that Professor Grynawski educated a large number of people, including himself, on this issue through this presentation.

Professor Galston thanked Professor Grynawski and echoed the President's comments. She noted that Professor Grynawski has placed himself in many situations where he has to expend a lot of time and energy on behalf of the university's wellbeing. She expressed her deep gratitude for this and noted that today's report was very enlightening. She asked about the difference between transparency and consent. She recalled a statement at some point that GW would never again or knowingly introduce a system like this without informing the people who would be affected by it; this would fall under the heading of transparency. However, she noted, Professor Grynawski relayed in his presentation that Data Analytics requires consent as well as transparency before instituting its system and that some, most, or all of the school implementing their system have added the consent as well as the transparency precondition prong before instituting the system. She asked whether GW policy requires consent, and, if not, what it does require and whether the Senate should consider going on record as recommending that consent and not just transparency be a precondition for any utilization of a system like this. She also asked whether the modernization of GW's WiFi systems was part of or inspired by the Data Analytics or was completely separate from that endeavor.

Professor Grynawski responded that almost every university has WiFi modernization high on their list of priorities for IT because many universities have aging networks, and increasing WiFi speed and coverage is of great benefit to students, even if that benefit is only to playing video games uninterrupted in dorm rooms. It would appear that GW decided to modernize its infrastructure through Cisco access points and were planning to install Cisco controllers later on in the project. As part of the modernization, however, GW was given a Data Analytics trial. It would therefore seem that the WiFi modernization project drove access to this technology as an unintended side effect.

He added that the question of the difference between consent and transparency is very important. He deferred to legal experts on privacy but expressed that his understanding was that, usually, for the purposes of analysis, an entity needs to notify people that it is doing analysis on their data but that, for the purposes of collecting the data, notification needs to be provided. These two elements therefore go together. Data Analytics has been criticized for a "big brother" approach to data collection for undergraduate students; their sensitivity to this criticism has led them to implement stringent privacy policies. He noted that GW should probably add a consent element to its policy, which currently states that the individual must be informed about what information is being collected.

Professor Wirtz noted that all are very aware of the severity of this problem, but the problem doesn't stand alone in the larger picture of a lack of IT supervision and support. He stated that this issue is one more nail in the coffin indicating that academic IT issues absolutely need to be placed back under the domain of the Provost and removed from the oversight of the CFO. Second, he noted that the planned updates to the university's wireless access points (WAPs) will apparently

allow for the tracking of individuals whether or not they are actually logged into the university's wireless system. Complete and proper oversight of this system will be critical moving forward.

Professor Cohen-Cole asked whether it is the case that the decision to implement this policy was done under the same university reporting structure as the compliance office—and that the field of data ethics tends to suggest such separation. Professor Grynaviski responded that, according to the university's organizational chart, GWIT reports to the EVP/CFO, and the compliance office also reports to the EVP/CFO. He added that he has not seen a paper trail that confirms this project went through the compliance office before being implemented. Professor Cohen-Cole noted his concern that a complete paper trail for this project isn't available; without this, it isn't clear who tasked whom with what on this project, despite the extensive effort already expended by Professor Grynaviski on this issue.

Professor Griesshammer noted that one might ask why this wasn't reported earlier, given that university leadership knew about it since January 2022. The reason for this, he stated, is simple: the program was already terminated at the time the Provost became aware of it, and the Provost and President acted decisively once they learned of it. They immediately began an investigation and shared information with FSEC (who did not want to interfere with that investigation) in a departure from the approach of previous administrations. He thanked the administration for their approach on this, noting that the subcommittee and the President and Provost are completely aligned in their thinking on this issue. He referenced the President's email on this matter, which stated that there would be no similar efforts until there is policy guidance that has been duly adopted and fully communicated. Such guidance will be developed by a committee that will be set up to include students, faculty, and staff.

He observed that this might have been a well-intentioned effort, but, in the end, intentions are far less relevant than results. Reiterating comments made by Professor Wirtz, he noted that there have been several momentous failures of judgment on the university's side—of efficiency (what to do with the data), procedure (why the compliance office did not identify the project as going against GW policy), and integrity (an article with demonstrably false and misleading information about the project appearing under a GW byline but that was actually ghost-written, which would raise questions of academic integrity were the piece a scholarly work). He noted that when the data was offered to those on the academic side of the university, the Registrar's office and GW Libraries declined to use the data, indicating that it was not useful (with the latter adding that the collection of this data was unethical). Several deans were furious when they learned of this effort. Universities like GW hold themselves to higher ethical standards than companies like Google. This illustrates a complete disconnect between the academic and the financial sides of the university, which is all the more troubling given that the financial side of the university is meant to be supporting the academic side.

Professor Griesshammer spoke of a bigger picture, namely, that GW's IT infrastructure was much healthier two years ago before it was placed under the CFO's oversight where it was hastily downsized to the detriment of the faculty and students. Continued known issues in IT have not improved since last summer: staff continue to depart, morale continues to be extremely low, and hiring has not been accelerated. He stated that the fact of the matter is that the financial side of the institution underestimated the impact of the IT restructuring and that the CFO has not acted on this but has instead wasted valuable time. He asked how the university can trust the recommendations of an individual on questions of space issues, campus building health, the MFA's structure, and the

university's overall fiscal well-being when that individual cannot handle a supposedly simple restructuring of a division that was meant to be the poster child for that person's success. In closing, he asked how much longer CFO Diaz would abuse the patience of the university community.

Professor Kurtzman asked whether this program was run on all campuses, including the Virginia Science and Technology Campus, or just on the Foggy Bottom campus. Professor Grynawski responded that he had asked this very question but did not recall the answer; he indicated he would confirm the answer and respond to Professor Kurtzman.

President Wrighton thanked everyone for their contributions to this discussion. He also thanked Provost Bracey for taking the follow-up responsibility in connection with designing a system where this kind of activity must go through GW's stated policies and procedures. He added that it is clear that GW needs the kind of infrastructure that other institutions already have; there are good examples of how best to do this in terms of governance. Important questions have been raised about where compliance is located in the university's administrative structure; he remarked that he would be considering whether this is the proper location. He noted that he will be looking at governance in connection with the role of all the people mentioned around this particular issue. He added that advances in technology bring new opportunities but that it is important to be mindful of the potential downsides of using technology in the ways discussed today. Finally, he stated that there will be follow-up communications on this as indicated in his message to the community.

INTRODUCTION OF RESOLUTIONS TO BE REFERRED TO COMMITTEE

Professor Cohen-Cole introduced the [attached resolution](#) on "Educational Policy, Ethics, Technology, and Privacy Violations." He moved that it be adopted for consideration; the motion was seconded. President Wrighton requested and obtained unanimous consent to dispense with a reading of resolution and referred the resolution to the Chair of FSEC for referral to EPT.

GENERAL BUSINESS

- I. Nominations for membership to Senate standing Committees
Jennifer Abbruzzese from the Provost's office will serve as the administrative representative to the Honors and Academic Convocations committee.
- II. Election of the 2022-2023 FSEC Nominating Committee
The [attached](#) Faculty Senate Executive Committee Nominating Committee slate was approved by unanimous consent.
- III. Report of the Executive Committee: Professor Arthur Wilson, Chair
Professor Wilson's FSEC report is [attached](#).
- IV. Provost's Remarks
The Provost's remarks are [attached](#).

BRIEF STATEMENTS AND QUESTIONS

Professor McHugh noted that he has observed more students not wearing masks when entering buildings or elevators on campus over the past few days. He asked whether there is a plan to change the campus mask policy or, if not, to remind the community of the policy (particularly given conflicting information in the local media). President Wrighton responded that, at the present time, GW continues to require masks indoors; relaxations to mask policies are occurring in the wider regional community, but GW's policies are still in force. Provost Bracey added that a message confirming GW's mask policy will go out next week.

Professor Tekleselassie expressed his and his colleagues' delight that Provost Bracey has been formally appointed as Provost. He asked where there is any information available regarding filling the Vice Provost for Faculty Affairs role. Provost Bracey responded that he has discussed this with President Wrighton; this position, which is a full-time job that deserves the full attention of a separate appointee, will be backfilled soon.

ADJOURNMENT

The meeting was adjourned at 5:03pm.



RESEARCH UPDATE

Strengthening the Foundation for Research
at the Dawn of GW's Third Century

PAMELA NORRIS
VICE PROVOST FOR RESEARCH

RESEARCH UPDATE

PRESENTATION OUTLINE

- ▶ Collecting Feedback and Gathering Data
- ▶ Importance of Expanding GW's Research Enterprise
- ▶ The Contributions of Elite Research Institutions
- ▶ Integrating Research and Scholarship Across University Activities
- ▶ Highlighted Faculty Accomplishments
- ▶ Research Metrics
- ▶ Impact of GW Research
- ▶ Going Forward/Areas of Focus

RESEARCH UPDATE

COLLECTING FEEDBACK AND GATHERING DATA

- ▶ Small group meetings with faculty scholars and investigators
- ▶ Meetings with university leadership and campus research stakeholders
- ▶ Skip-level interviews with OVPR staff
- ▶ Site visits at other institutions with model services and programs
- ▶ Informational and introductory meetings with external sponsors
- ▶ Partnering with Associate Deans for Research on a series of school-based and thematic sessions with faculty to prepare for follow-up conversations with external sponsors

IMPORTANCE OF EXPANDING GW'S RESEARCH ENTERPRISE

A unique, significant research and scholarly program:

1. attracts leading faculty
2. contributes to solving major national and international problems
3. attracts talented undergraduates, graduate students and postdocs
4. enhances visibility and academic reputation
5. builds distinction and distinguishability
6. fulfills key university missions
 - ▶ contributes new knowledge that benefits society
 - ▶ pushes the frontiers of knowledge through the production and dissemination of impactful research

RESEARCH UPDATE

AMONG THE ELITE OF U.S. RESEARCH INSTITUTIONS

“The Nation’s research institutions are active partners in research, providing the facilities, equipment and research personnel necessary to perform federally funded research.” This “partnership...has made the U.S. scientific enterprise the envy of the world and this country the global leader in science and innovation.”¹

GW’s research reputation allows us to recruit strong faculty and some of the best and brightest students.

“You want your faculty engaged in state of the art work that supports the teaching mission in addition to the research mission.” ... “You want people who are teaching to be those that are actually making the contributions and knowledge as well...”

- James Tielsch, chair of the department of global health in the Milken Institute School of Public Health²

¹Council on Governmental Relations Report: [Excellence in Research: The Funding Model, F&A Reimbursement, and Why the System Works](#); April 2019

²GW Hatchet: [Research spending grew in FY 2020 while national rankings idle](#), officials say; February 7, 2022

RESEARCH UPDATE

INTEGRATING RESEARCH AND SCHOLARSHIP ACROSS UNIVERSITY ACTIVITIES

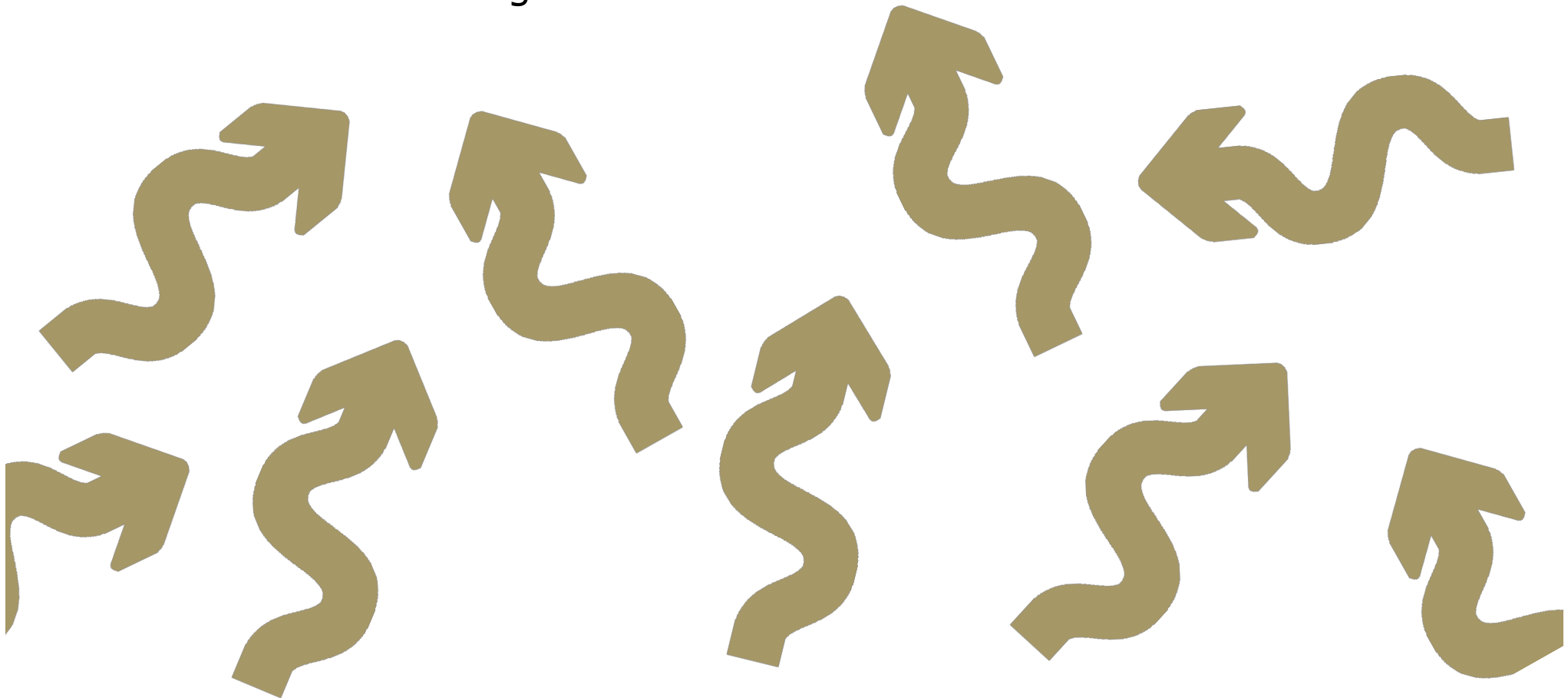
- ▶ Many offices, beyond OVPR, contribute to the success of the university's research mission
- ▶ Faculty-led ecosystem review made clear that many research recommendations can only be addressed by working across units
 - ▶ Human Resources Management and Development
 - ▶ Finance
 - ▶ GW Libraries
 - ▶ Office of the Provost
 - ▶ GW Information Technology
 - ▶ Communications and Marketing

Research and scholarship need to be top priorities that are woven throughout the fabric of the university.

RESEARCH UPDATE

CURRENT STATE

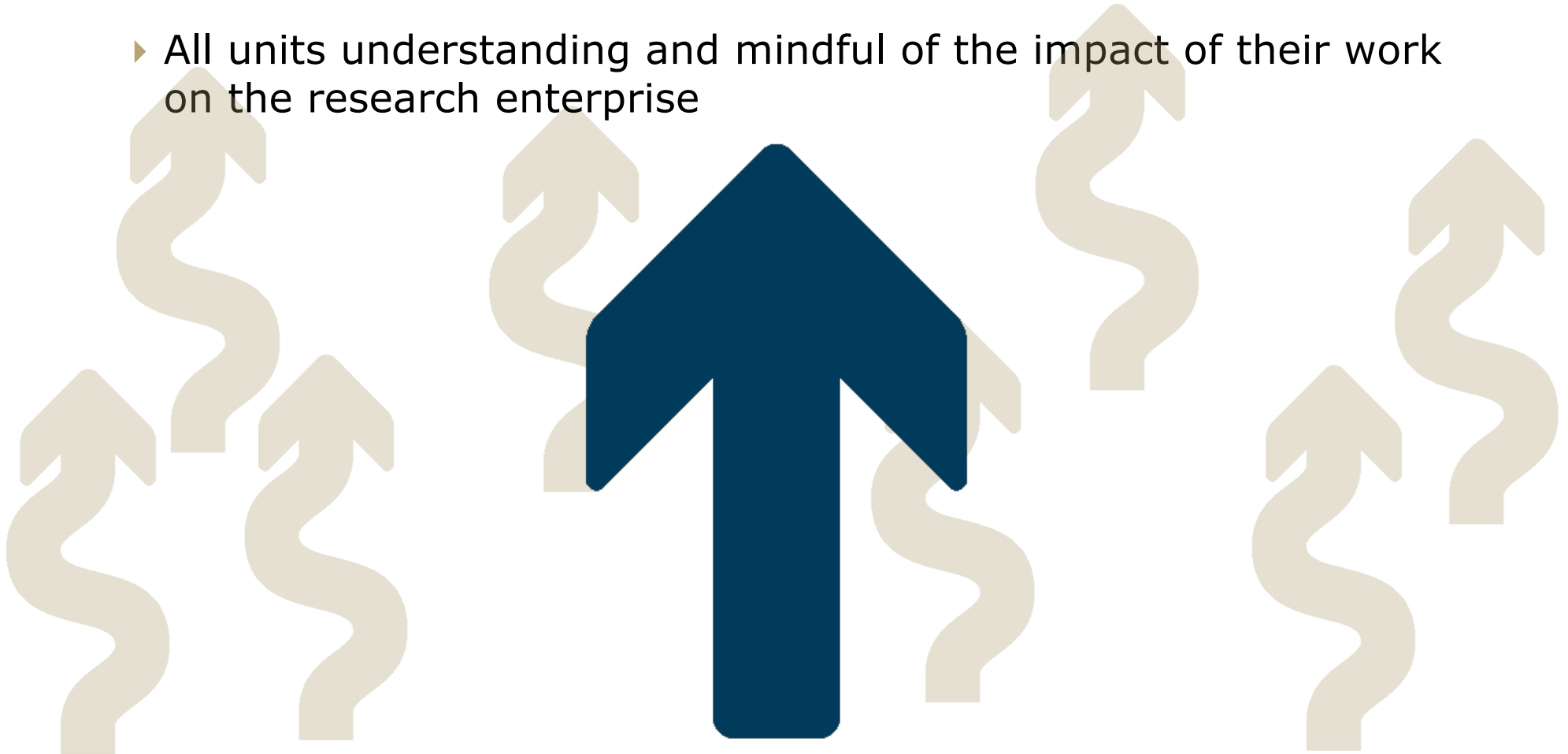
- ▶ A lot of great local efforts and pent-up potential
- ▶ Trip wires and obstacles to navigate
- ▶ Siloed and unintegrated



RESEARCH UPDATE

IDEAL STATE

- ▶ Integrated and aligned efforts, systems and programs across the entire university
- ▶ Collective advancement toward strategic aims
- ▶ All units understanding and mindful of the impact of their work on the research enterprise



RESEARCH UPDATE

HIGHLIGHTED HONORS AND ACCOMPLISHMENTS

- ▶ Christopher Cahill (CCAS) and Nathan Smith (SMHS) were elected to the 2021 class of American Association for the Advancement of Science (AAAS) Fellows
- ▶ Chet Sherwood (CCAS) elected to National Academy of Sciences
- ▶ Chryssa Kouveliotou (CCAS) awarded Shaw Prize in Astronomy
- ▶ Jeremy Bearer-Friend (GW Law), Steven Livingston (CCAS) and Janet Steele (CCAS) received Fulbright Awards for research
- ▶ Volker Sorger (SEAS) elected a fellow by two societies—Optica and the international society for optics and photonics (SPIE)
- ▶ Mandi Pratt-Chapman (SMHS) received 2021 National Institutes of Health Sexual and Gender Minority Research Investigator Award
- ▶ Andrea Casey (GSEHD) received an Outstanding Paper Award from the Emerald Literati Awards

RESEARCH UPDATE

HIGHLIGHTED HONORS AND ACCOMPLISHMENTS

- ▶ Diana Mason (SON) received award for leadership from the Sigma Theta Tau International Honor Society of Nursing
- ▶ Matt Eich (Corcoran) was selected by Aperture and Google's Creator Labs for a fund that recognizes artists' exceptional vision
- ▶ Eric Schluessel (CCAS/ESIA) won the John E. Fairbank Prize from the American Historical Association for the best book in East Asian history
- ▶ Herman Aquinas and Annamaria Lusardi (GWSB) included among list of Highly Cited Researchers in 2021
- ▶ L. Grace Zhang (SEAS) and GW are listed among top ten authors and institutions in the field of bioprinting

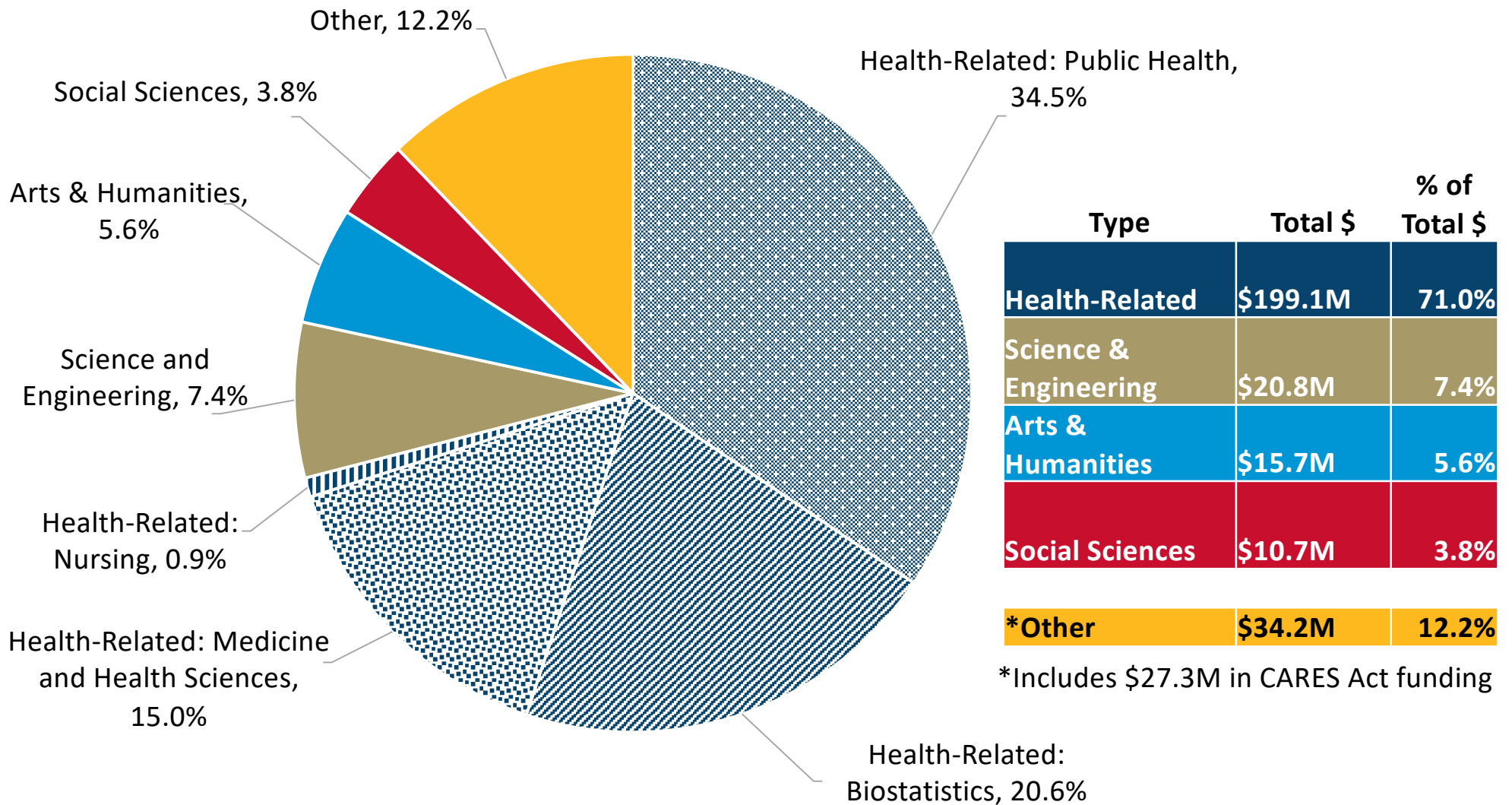
RESEARCH UPDATE

HIGHLIGHTED HONORS AND ACCOMPLISHMENTS

- ▶ Adnan Hyder (GWSPH) appointed to World Health Organization Advisory Group on noncommunicable diseases
- ▶ GW Law ranked number 18 in the country in 2021 in scholarly impact
- ▶ GW's New Venture Competition is ranked as #1 collegiate new venture competition in the U.S.
- ▶ In FY21, Technology Commercialization Office matched record-high number of technology licensing deals.

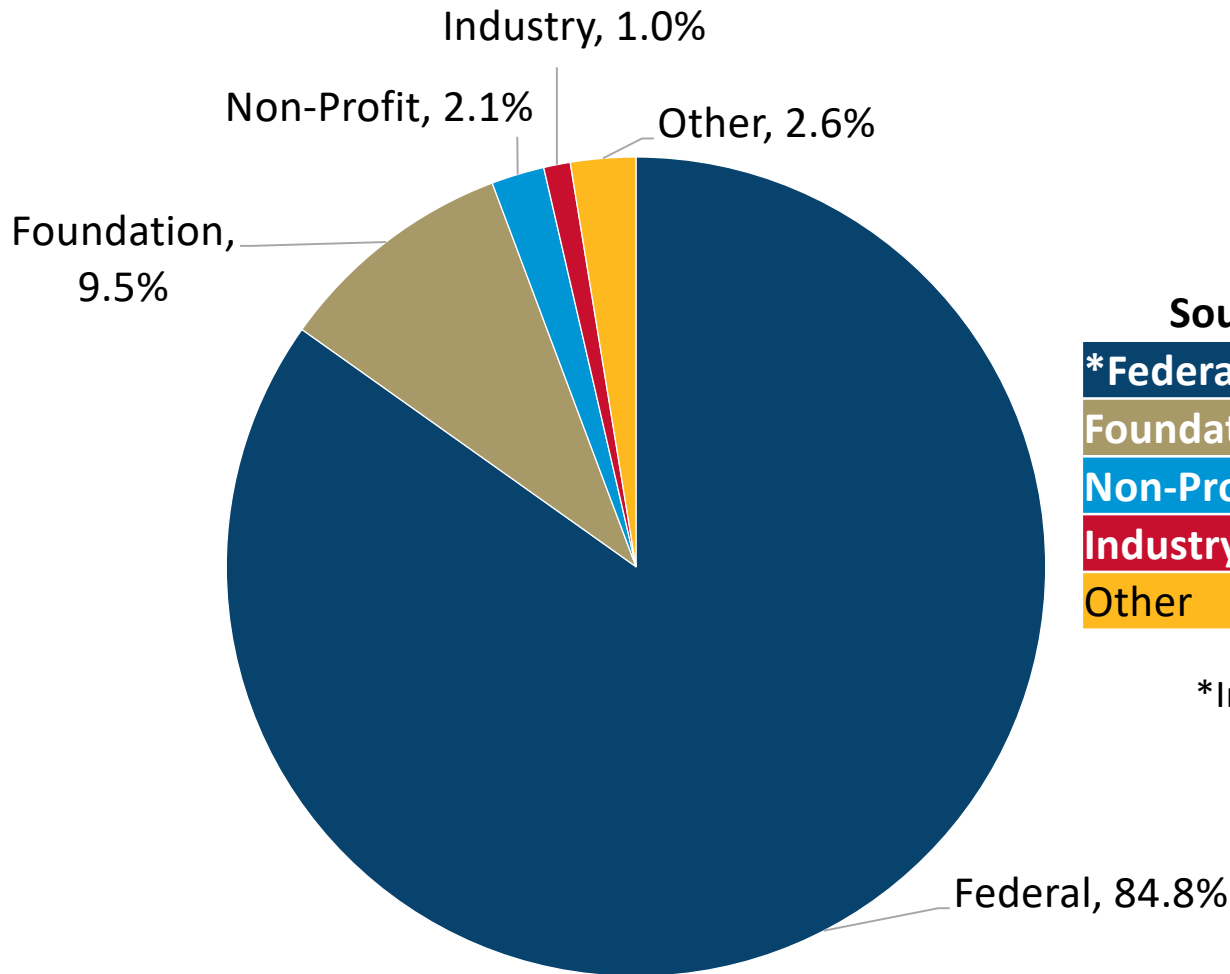
RESEARCH UPDATE

TOTAL EXPENDITURES BY TYPES OF RESEARCH FISCAL YEAR 2021 (WITH 1606 ACTIVE AWARDS)



RESEARCH UPDATE

TOTAL FUNDING BY SOURCE FISCAL YEAR 2021

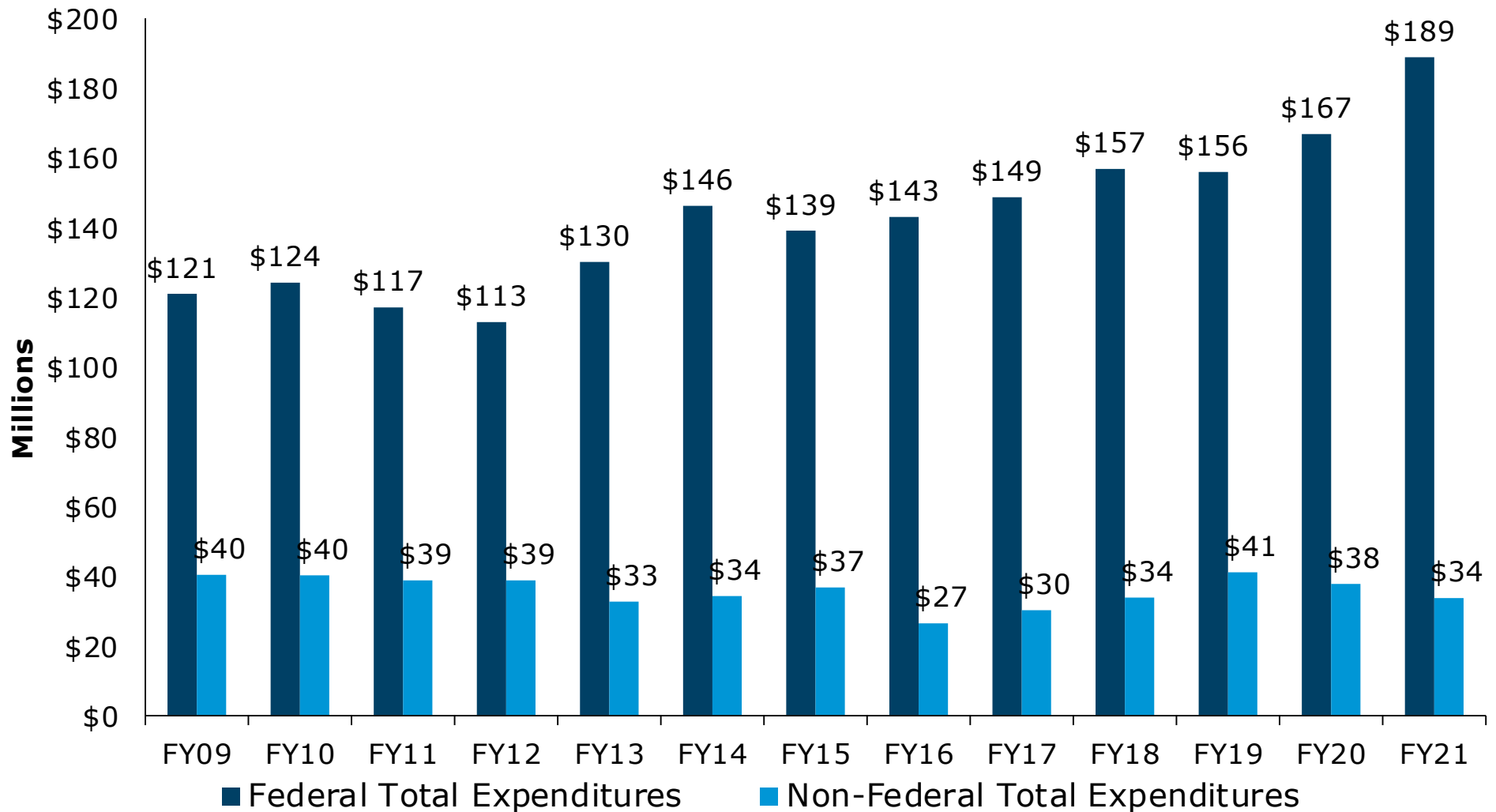


Source	Total \$	% of Total \$
*Federal	\$188.8M	84.8%
Foundation	\$21.1M	9.5%
Non-Profit	\$4.7M	2.1%
Industry	\$2.3M	1.0%
Other	\$5.7M	2.6%

*Includes \$27.3M in CARES Act funding

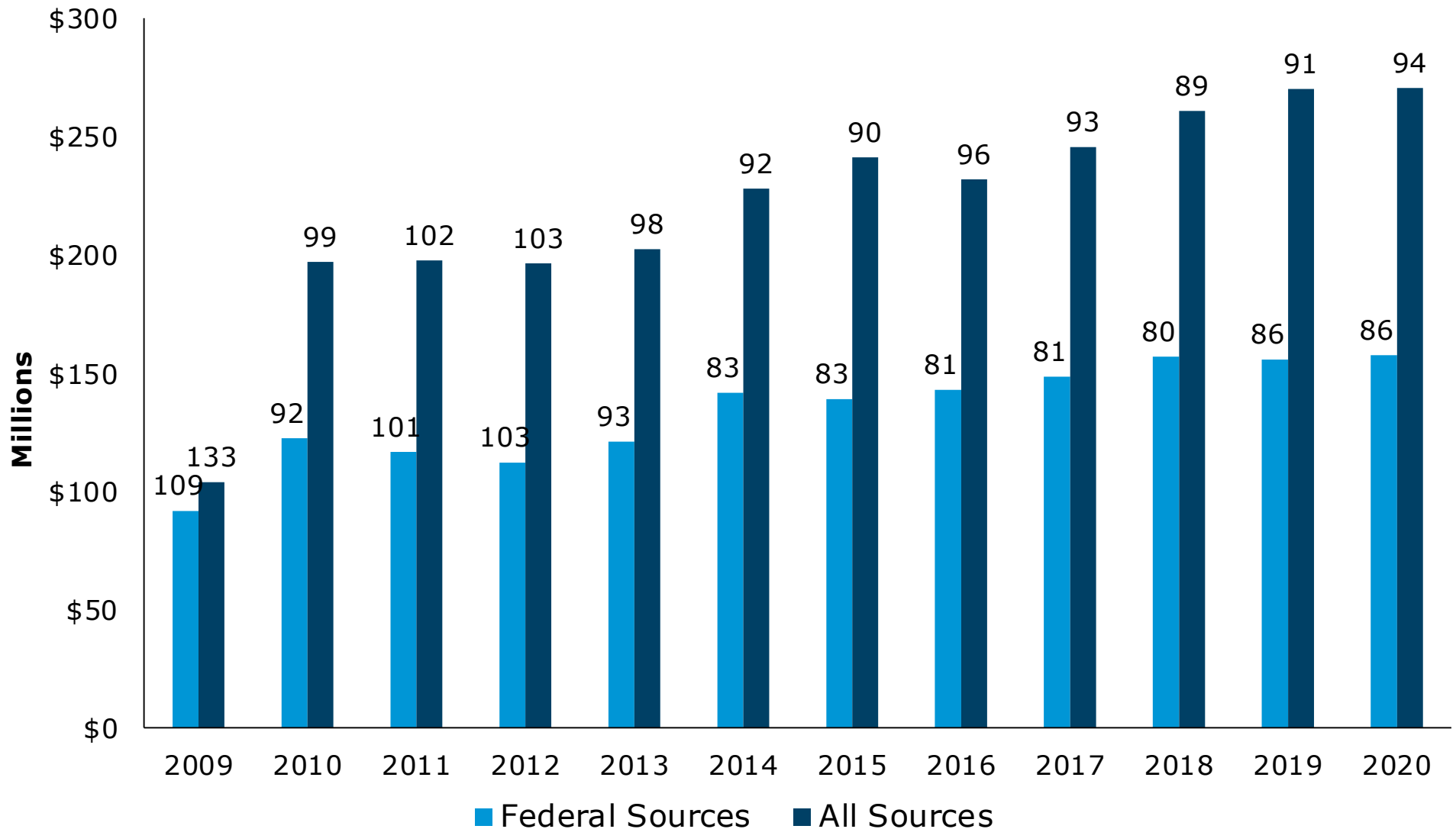
RESEARCH UPDATE

YEAR-END TOTAL EXPENDITURES (FEDERAL VS. NON-FEDERAL)



RESEARCH UPDATE

RESEARCH EXPENDITURES WITH NSF HERD RANKINGS



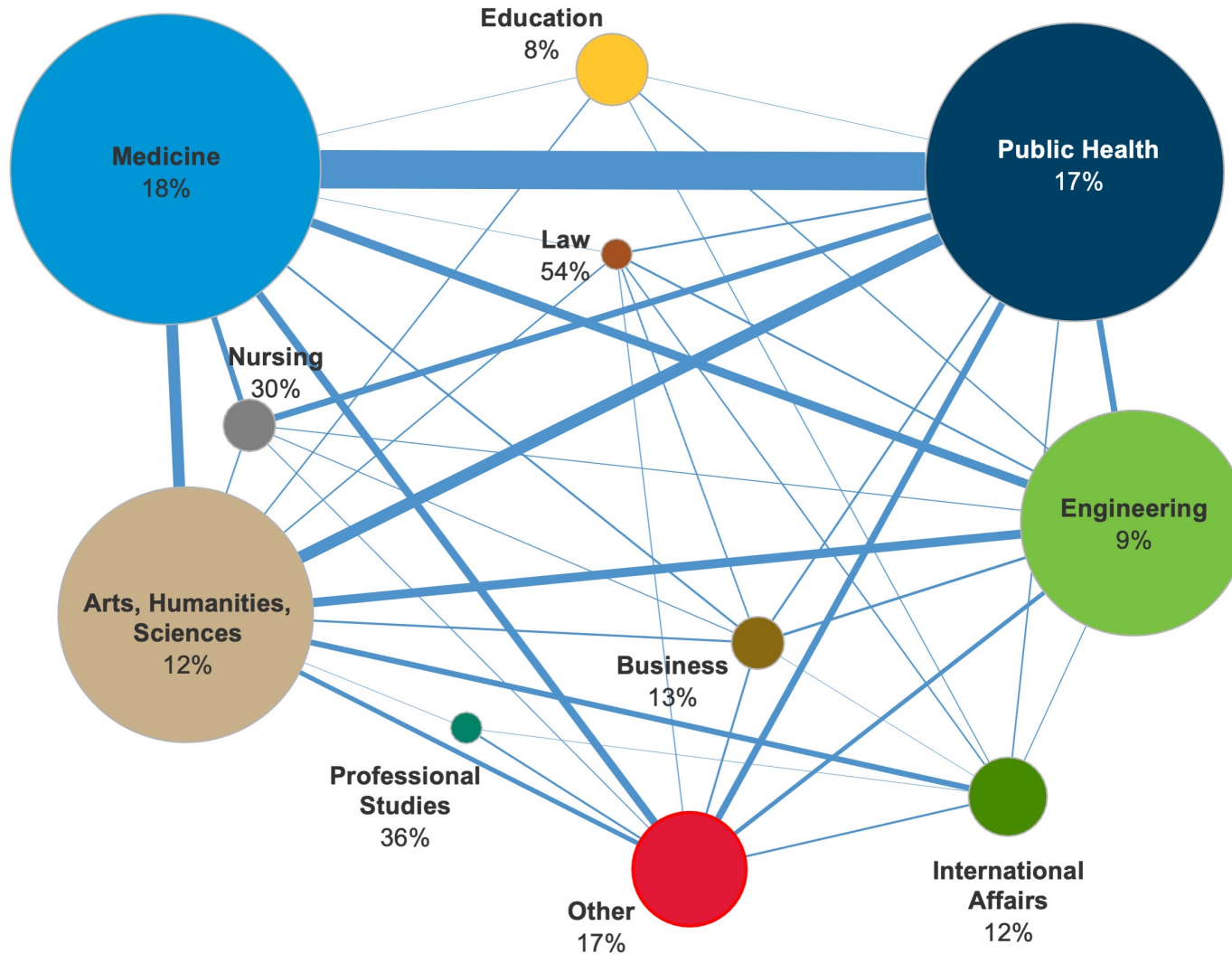
Rankings and amounts are as reported on the official [HERD site](#)

RESEARCH UPDATE

CROSS-DISCIPLINARY RESEARCH

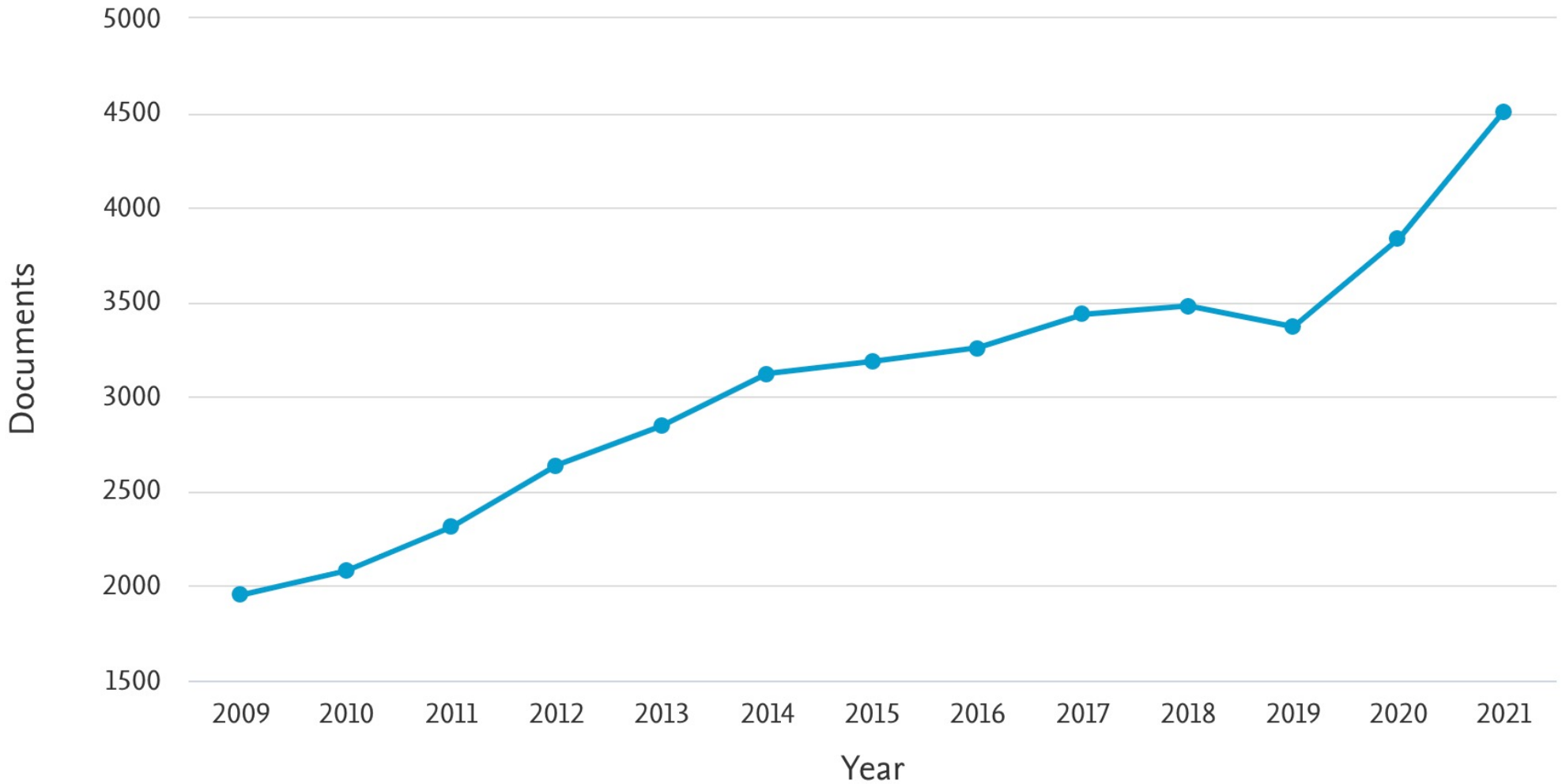
RELATIONSHIP AMONG SCHOOLS FOR PROJECTS WITH CROSS-SCHOOL PIs

2017-2021



RESEARCH UPDATE

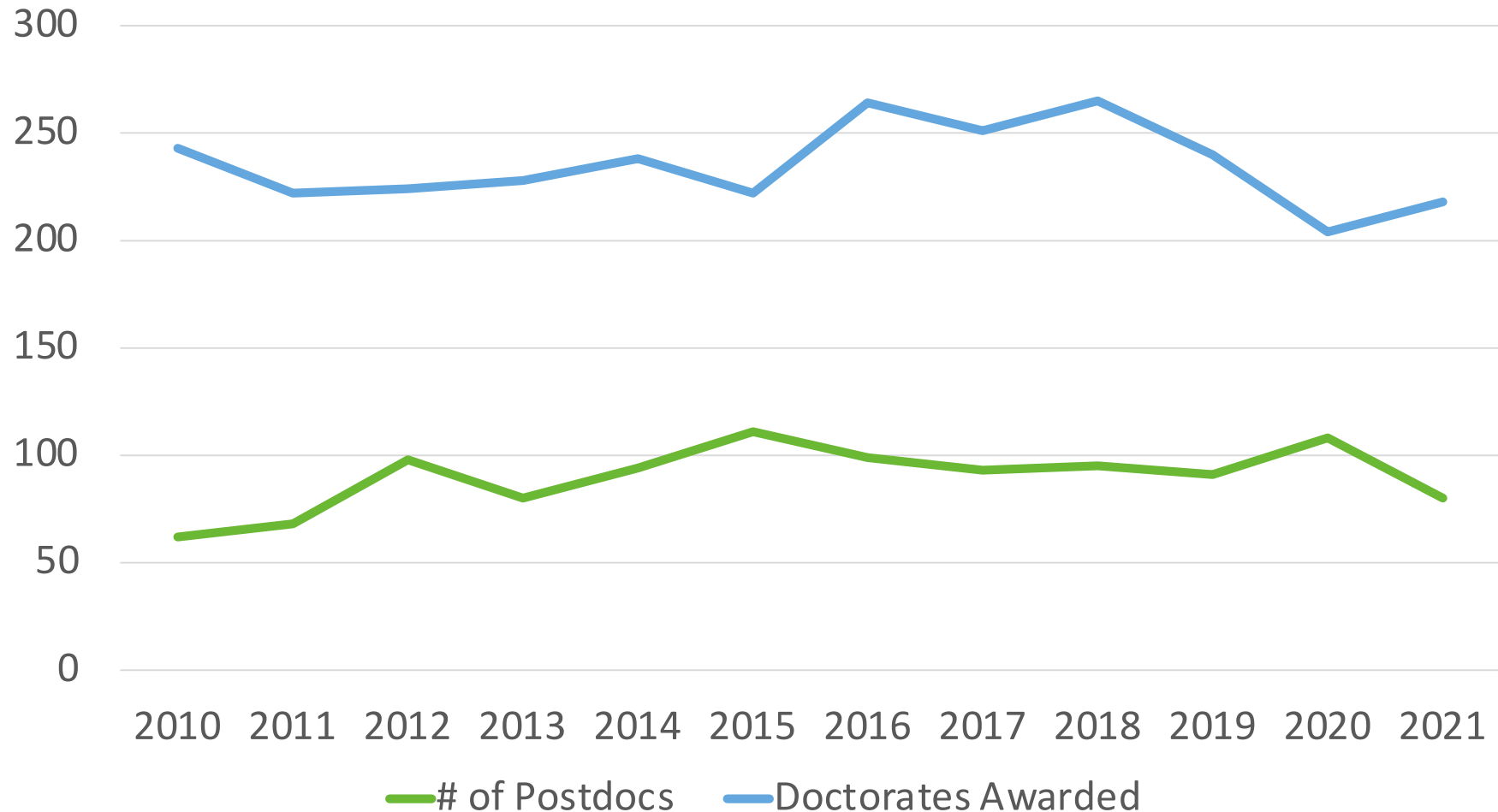
PUBLICATIONS



Source: SCOPUS

RESEARCH UPDATE

RESEARCH PIPELINE: POSTDOCS AND DOCTORATES AWARDED

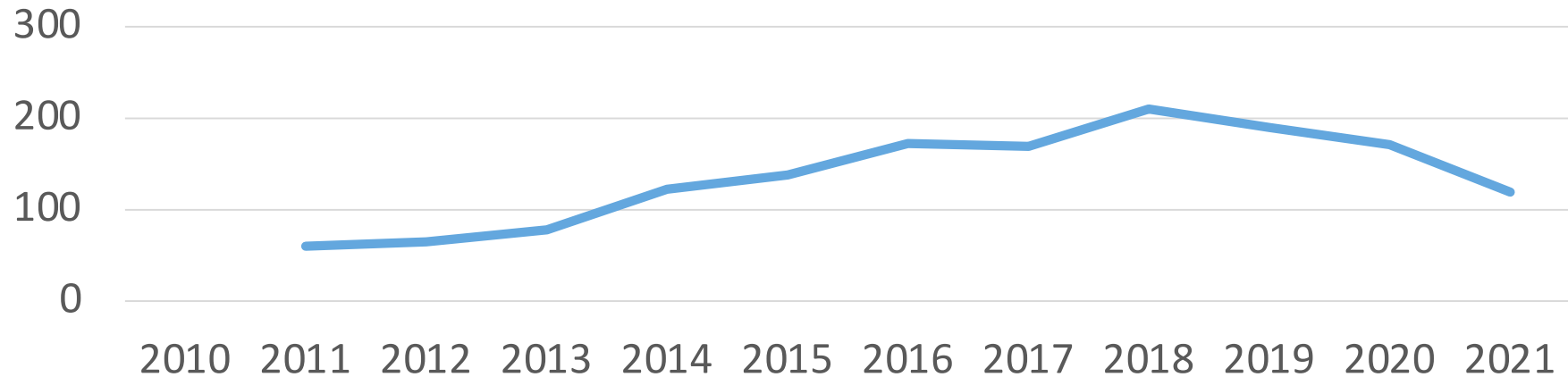


Source: Integrated Postsecondary Education Data System/GW Office of Institutional Research and Planning. 2020 and 2021 data is not public.

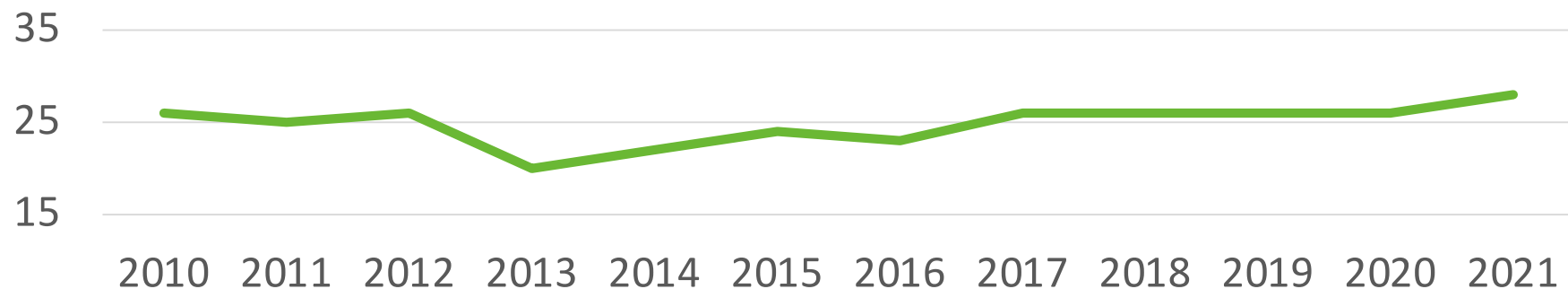
RESEARCH UPDATE

RESEARCH PIPELINE: UNDERGRADUATE RESEARCH

Undergraduate Participants in GW Research Showcase



% of Graduating Seniors Participating in Mentored Research at GW



Sources: (Top) Office of the Vice Provost for Research; (Bottom) GW Office of Institutional Research and Planning, Graduating Senior Survey

RESEARCH IMPACT

A Lifesaving Treatment for Shock

- ▶ GIAPREZA™, a GW-discovered treatment for distributive shock, has the potential to benefit 800,000 U.S. septic shock patients per year.
- ▶ A recent European sublicense stands to expand its global impact.

Assessing the True Impact of Natural Disasters

- ▶ GWSPH study presented a more rigorous assessment of excess deaths as a result of Hurricane Maria.
- ▶ The methodology provides a roadmap for uncovering the true impact of natural disasters and public health crises, including COVID-19.

Combatting Disinformation in the Digital Age

- ▶ Institute for Data, Democracy and Politics, conducts research on digital disinformation, organizes events to advise policymakers, and educates journalists.
- ▶ Recent projects include examining the efficacy of fact checking on misinformation and social media platform's effects on elections.

Global Implications of a Rapidly Changing Arctic

- ▶ More than a dozen scientists across eight schools have received funding for Arctic research, much of it from the National Science Foundation.
- ▶ GW researchers are investigating how a changing Arctic is impacting natural, social, built, geopolitical and economic systems.

RECENT & UPCOMING ENHANCEMENTS

▶ **myResearch**

- ▶ Modernized and integrated infrastructure for sponsored research activities (proposal development through award management)
- ▶ Launching February 22

▶ **Postdoc Reclassification and Support**

- ▶ Recognition of unique role at GW and in their career path
- ▶ Planned support for recruitment, hiring, professional development

▶ **Research as Experiential Learning Opportunity**

- ▶ Undergraduate Transcript Notation for Extracurricular Research Experiences
- ▶ GW Student Research Commons

▶ **Mid-Atlantic iCorps Hub**

- ▶ GW a partner in new \$15Million NSF grant to build and sustain a diverse and inclusive innovation ecosystem

GOING FORWARD/AREAS OF FOCUS

- ▶ **Leveraging GW's Expertise in STEM Policy**
 - ▶ Pockets of expertise in various academic units across campus
 - ▶ Catalyzing cross-school collaboration towards a central goal
 - ▶ Opportunity to impact national and international policies that will ensure a better future for our nation and world
- ▶ **Training the next generation of researchers and scholars**
 - ▶ Securing sponsored funding to launch/strengthen training programs
 - ▶ Providing training beyond the discipline to include ethics, policy, social justice, diversity, etc.
 - ▶ Rightsizing the PhD population
 - ▶ Graduate student and postdoc career development
 - ▶ Further enhancements to undergraduate experiential learning

GOING FORWARD/AREAS OF FOCUS

▶ **Innovation and Entrepreneurship**

- ▶ Academic program, skill building and translating GW-led discovery and innovation to market

▶ **Working across units to build a solid foundation that will support growth of the research enterprise**

- ▶ Pod support
- ▶ Ensuring a robust yet streamlined compliance program
- ▶ Research development, including support for large, multidisciplinary proposals and awards, competitive intelligence
- ▶ Clinical and translational research
- ▶ Corporate/Industry funded projects and partnerships
- ▶ Philanthropic support for research
- ▶ Forecasting trends in federal funding; positioning GW to benefit from them



Thank you

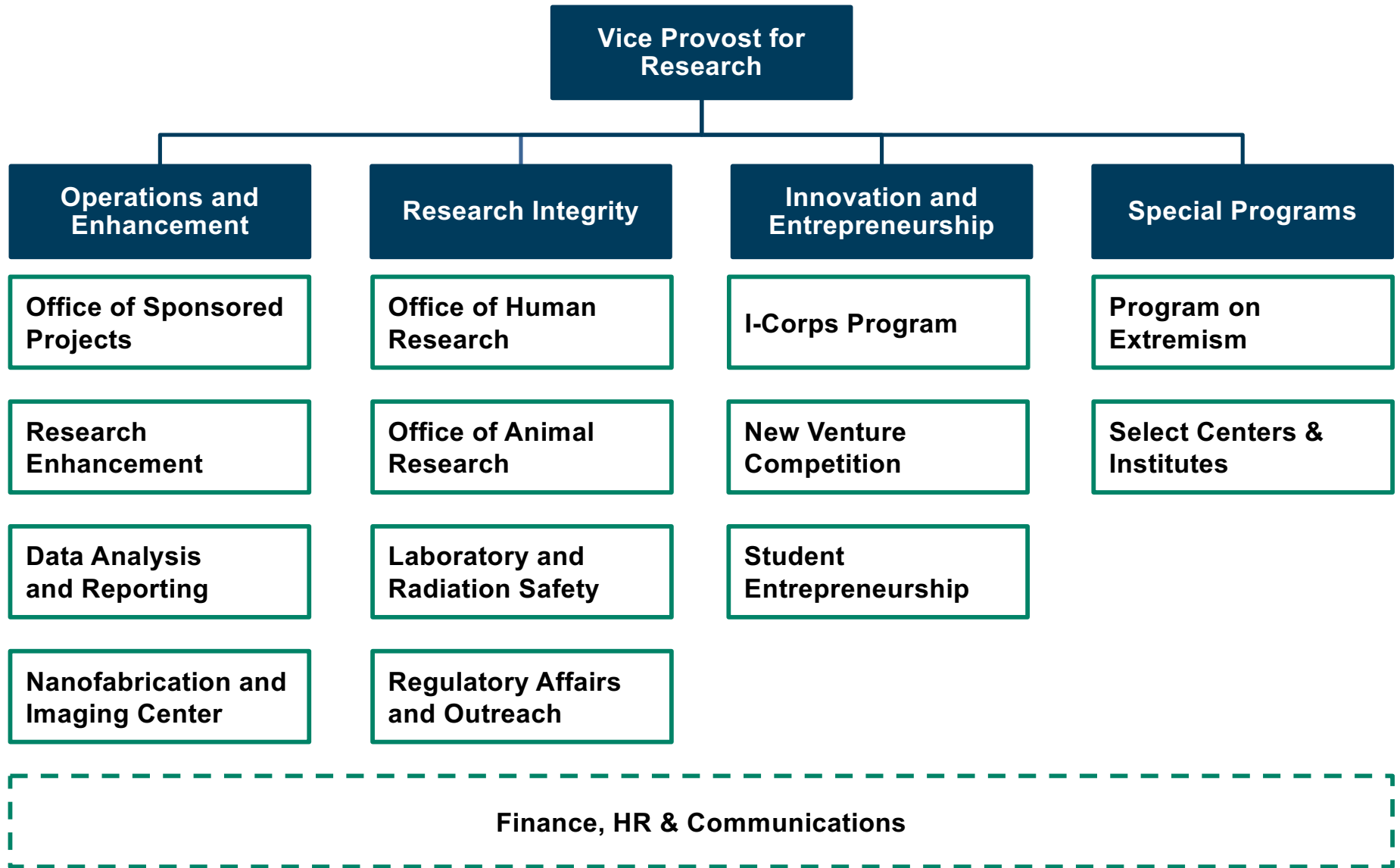
RESEARCH UPDATE

APPENDIX

- ▶ OVPR Functional Units
- ▶ GW Research Impact Examples
- ▶ Total Federal Funding by Sponsor (FY21)

RESEARCH UPDATE

OVPR FUNCTIONAL UNITS



IMPACT OF GW RESEARCH

A Lifesaving Treatment for Shock

- ▶ A GW doctor discovered a new use for an existing drug—as a treatment for distributive shock, a life-threatening medical condition that occurs when a patient’s blood pressure plummets.
- ▶ Potential to benefit 800,000 U.S. septic shock patients per year.

2011

Phase 1 clinical trial registered, begins at GW Hospital

2013

GW patent filing to protect IP

2014

Results published; FDA approves phase III trials; GW licenses IP rights to La Jolla Pharmaceutical



2017/2018

FDA approves use of drug, marketed in U.S. as GIAPREZA™

2019

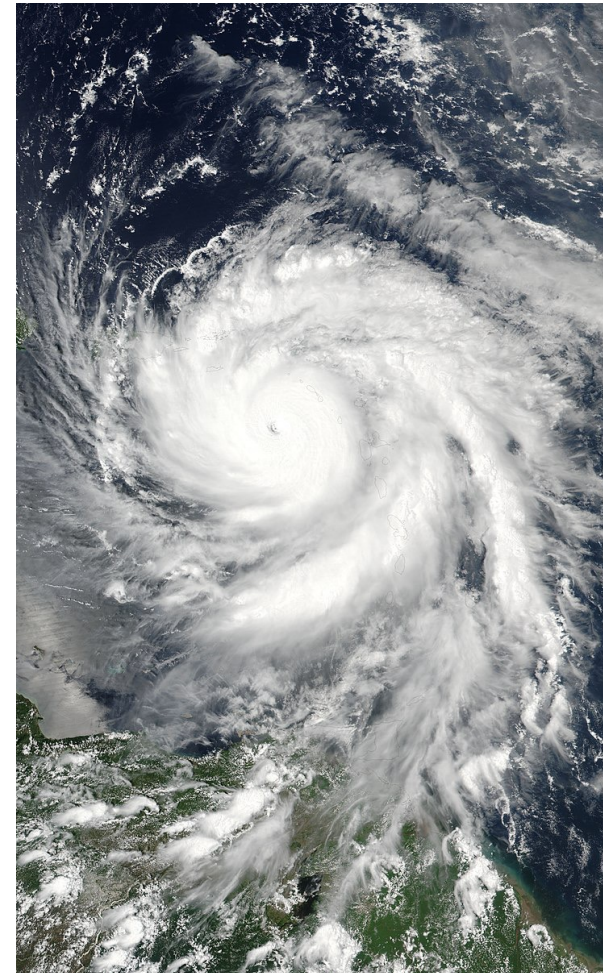
GW monetizes a portion of royalty rights, proceeds reinvested in strategic priorities

2021

Sublicensed for European markets, expanding potential impact on global community

Assessing the True Impact of Natural Disasters

- ▶ Following Hurricane Maria in September 2017, the Puerto Rican government commissioned an independent study from the Milken Institute School of Public Health to get a more accurate and rigorous assessment of resulting deaths.
- ▶ GW's report estimated 2,975 excess deaths between September 2017 and February 2018, many more than previously reported.
- ▶ The report identified gaps in the death certification and public communication processes and made recommendations that will help prepare Puerto Rico for future hurricanes and other natural disasters.
- ▶ The methodology provides a roadmap for uncovering the true impact of natural disasters and public health crises, including COVID-19 in communities today.



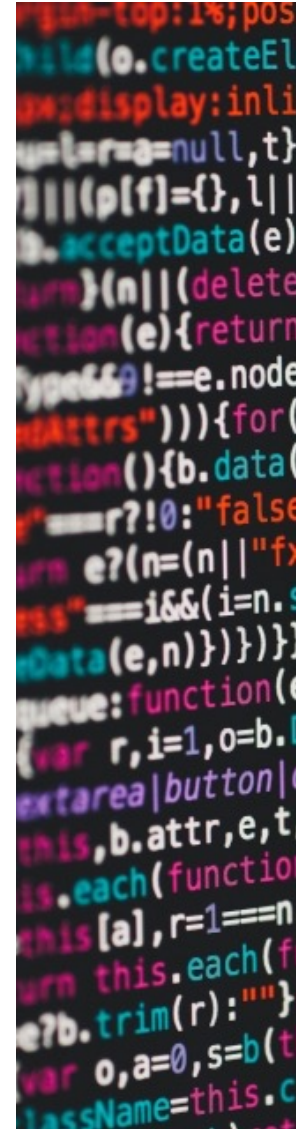
IMPACT OF GW RESEARCH

Combatting Disinformation in the Digital Age

- ▶ Institute for Data, Democracy and Politics (IDDP) was launched in 2019 by a \$5 million grant from the John S. and James L. Knight Foundation
- ▶ IDDP conducts research on digital disinformation, organizes events to advise policymakers, and educates journalists
- ▶ An interdisciplinary hub with researchers and scholars spanning political communication, journalism, physics, international affairs, computer science and engineering

Highlighted activities and projects

- ▶ Developing rapid response system for online harassment victims
- ▶ Partnering with Facebook to examine the platform's effects on elections
- ▶ Examining the efficacy of fact checking on misinformation
- ▶ Mapping online extremist communities and the social media debate about vaccine hesitancy and COVID-19
- ▶ A robust IDDP fellow program supports postdocs and investigators



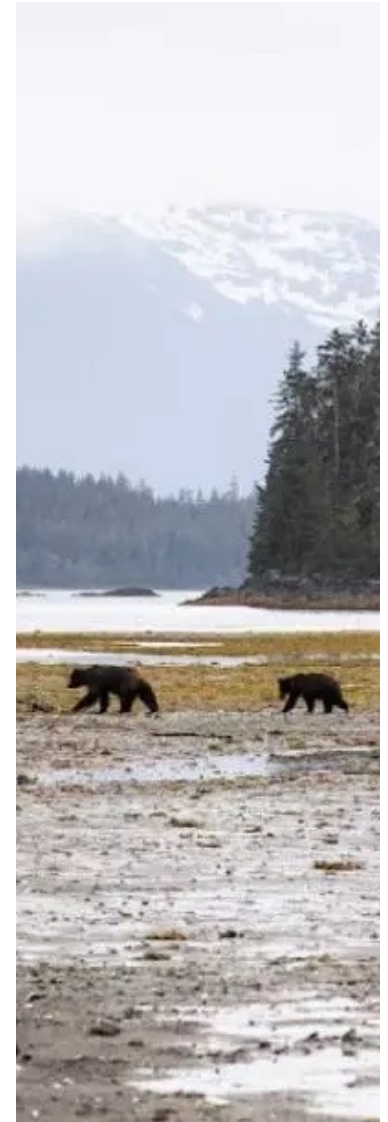
IMPACT OF GW RESEARCH

Global Implications of a Rapidly Changing Arctic

- ▶ Since 2016, more than a dozen scientists across eight schools at GW have received more than \$8 million in funding for Arctic research, much of it from the U.S. government (NSF).
- ▶ GW researchers are investigating how a changing Arctic is impacting natural, social, built, geopolitical and economic systems.

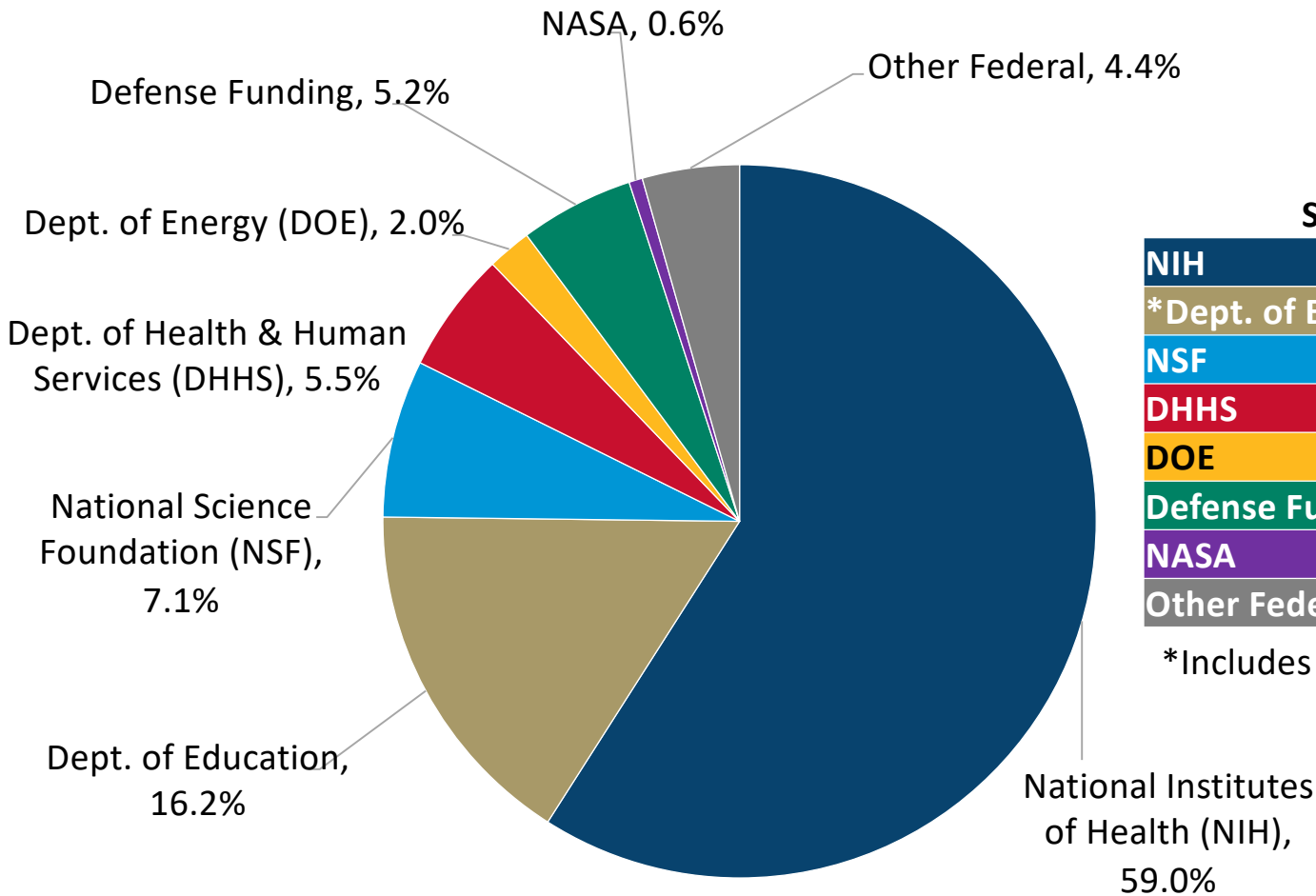
Highlighted activities and projects

- ▶ GW leads the Arctic Partnership for International Research and Education project, an NSF-funded international network that aims to promote greater urban sustainability in the Arctic.
- ▶ GW leads long-term studies of changing permafrost, climate variability, hydrology, and snow cover.
- ▶ Other studies focus on wildfires and their impact on energy grids and public health, and an education project that connects students in the Arctic and the DC metro region.



RESEARCH UPDATE

TOTAL FEDERAL FUNDING BY SPONSOR FISCAL YEAR 2021 (WITH 1606 ACTIVE AWARDS)



Sponsor	Total \$	% of Total \$
NIH	\$111.5M	59.0%
*Dept. of Education	\$30.5M	16.2%
NSF	\$13.5M	7.1%
DHHS	\$10.4M	5.5%
DOE	\$3.8M	2.0%
Defense Funding	\$9.8M	5.2%
NASA	\$1.2M	0.6%
Other Federal	\$8.3M	4.4%

*Includes \$27.3M in CARES Act funding

THE GEORGE
WASHINGTON
UNIVERSITY

WASHINGTON, DC

Faculty Salary Equity Review Progress Report

Christopher Alan Bracey
Interim Provost and Executive Vice
President for Academic Affairs
Professor of Law

February 18, 2022



Background

- **Origins:** The Salary Equity Committee was first established and administered by VP for Academic Affairs Don Lehman
- **Purpose:** Advance the University's objective of ensuring that faculty salary allocations are based upon legitimate factors
- **Principal Task:** Develop a reliable method of reviewing faculty salaries to initially identify potential salary “outliers”
- **Process:**
 - Solicit from Deans any legitimate factors that may have contributed to any disparity or outlier status; and
 - Work with schools to adjust salaries for faculty members where warranted

Legitimate Factors

- Market factors at the time of hire
- Status or rank at the time of hire (e.g., hiring laterally with tenure)
- Differences in comparable appointment status (e.g., tenured v. regular non-tenured v. specialized)
- Retention adjustments to salary
- Special contractual arrangements
- Other special circumstances, e.g., hire to fill a unique vacancy
- Productivity issues
- Any other legitimate factor that might distinguish particular faculty members from their peers

Composition and Goal

- **Committee Re-composition (Spring 2018):** The Committee members were appointed in consultation with the Faculty Senate and include: Prof. Senay Agca (GWSB); Prof. Erin Chapman (CCAS); Prof. Dylan Conger (CCAS/TSPPPA); Prof. Joe Cordes (CCAS/TSPPPA); Prof. Philip Wirtz (GWSB)
- **Leverage University Resources:** Dr. Eric Yang (Office of Institutional Research) and Prof. Chris Bracey, (Vice Provost for Faculty Affairs)
- **Time Compression and Improved Efficiency:** Initial set of weekly committee meetings to hammer out methodology; administrative task timeline established to roughly coincide with faculty merit cycle

Literature Review and Peer Institution Studies

- Lois Haignere, *Paychecks: A Guide to Conducting Salary-Equity Studies for Higher Education Faculty* (2nd Ed AAUP 2002)
- Using Market Ratio Factor in Faculty Salary Equity Studies, *The AIR Professional File* (Assoc. for Institutional Research, No. 103, Spring 2007)
- Celia Allard, *Assessing Faculty Salary Equity*, *The AIR Professional File* (Assoc. for Institutional Research, No. 20, Fall 1984)
- Salary Equity Study: Syracuse University (2017)
- Salary Equity Study: University of California – Berkeley (2015, 2016, and 2017)
- Salary Equity Study: University of California – San Francisco (2017)
- Salary Equity Study: University of Central Florida (2017)

Methodology

- Statistical Regression Analysis of Actual Salary by School* using **August 2021** salary data
- Two-way interaction
 - Department
 - Rank
 - *Controlled for Time in Rank
- Two Statistical Models
 - Full (inclusive of all regular faculty)
 - Excludes faculty hired with tenure
- Potential outliers = faculty salaries that are greater than **one** standard deviation from the regression curve

* CCAS divided into three cohorts: Physical Sciences, Social Sciences, Arts & Humanities

Sample School Analysis

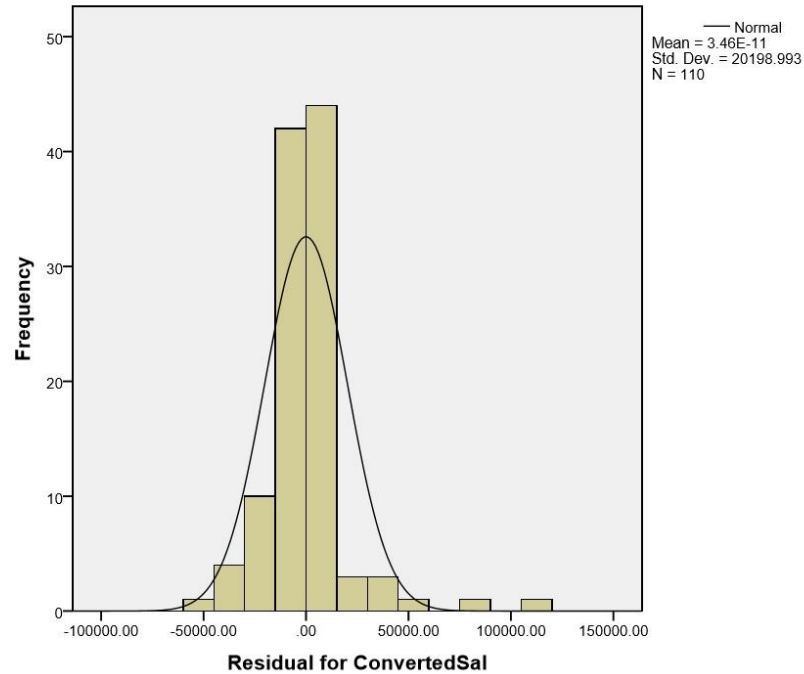
Univariate Analysis of Variance

[DD_CCAS_03]

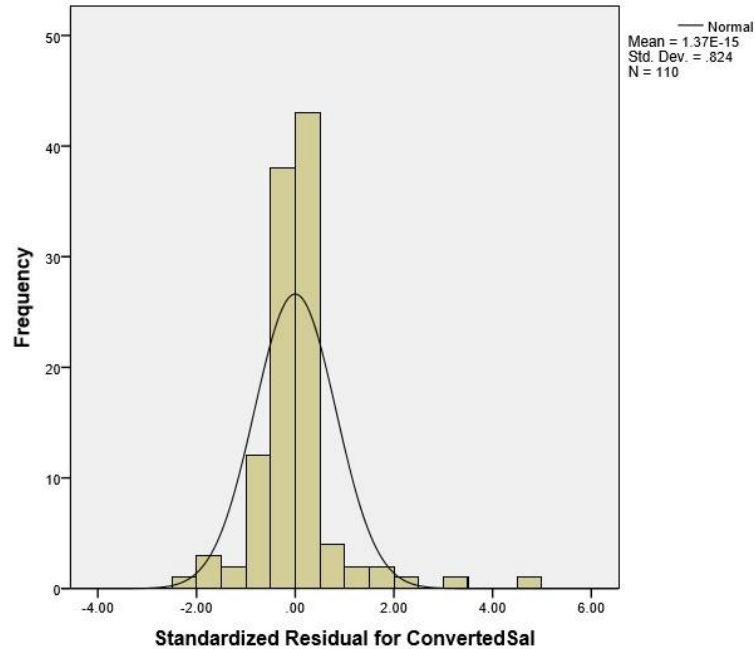
Between-Subjects Factors

		N
RankClean	Assistant Professor	29
	Associate Professor	36
	Professor	44
	Special Service	1
Department1	BIOLOGICAL SCI	25
	CHEMISTRY	18
	FORENSIC SCIENCE	8
	MATHEMATICS	20
	PHYSICS	20
	STATISTICS	19

Sample School Analysis (cont'd)



Sample School Analysis (cont'd)



Sample School Analysis (cont'd)

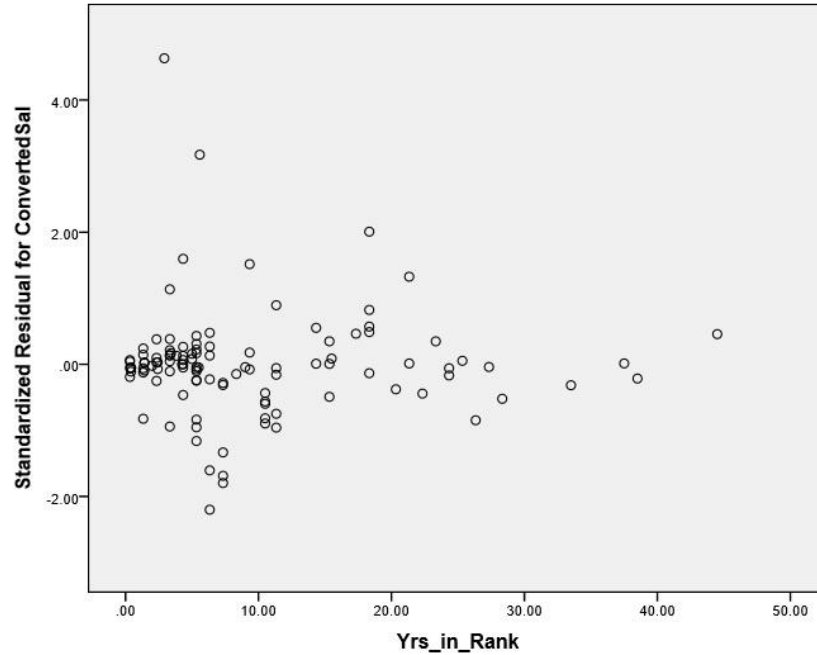
Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Residual for ConvertedSal	110	100.0%	0	0.0%	110	100.0%

Descriptives

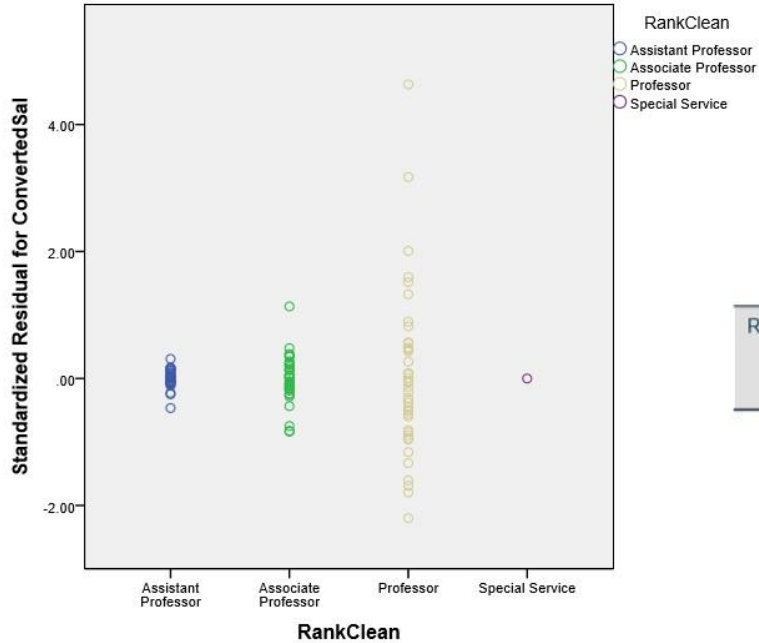
		Statistic	Std. Error	
Residual for ConvertedSal	Mean	.0000	1925.89845	
	95% Confidence Interval for Mean	Lower Bound	-3817.0681	
		Upper Bound	3817.0681	
	5% Trimmed Mean	-1087.3444		
	Median	-758.4022		
	Variance	407999333.4		
	Std. Deviation	20198.99338		
	Minimum	-53929.90		
	Maximum	113562.39		
	Range	167492.29		
	Interquartile Range	10283.05		
	Skewness	1.952	.230	
	Kurtosis	10.707	.457	

Sample School Analysis (cont'd)



Sample School Analysis (cont'd)

GGraph



		ZRE_1_Range				
		2-(-2.5, -2)	3-(-2, -1.5)	4-(-1.5, -1)	5-(-1, -0.5)	6-(-0.5, 0)
RankClean		Count	Count	Count	Count	Count
Assistant Professor		0	0	0	0	13
Associate Professor		0	0	0	3	14
Professor		1	3	2	9	11

A Clean “Decoded” Example, Zoom 1

GWID	First_M	idd Last_Nar	School1	RankClean	Department1	Yrs_in_Ran	Salary	Tenured_a	Full	Excluded	Intended
									Model	Model	
									ZRE_1	ZRE_2	
Alex			VET MED	Professor	SMALL ANIMAL SPEC	6.33	104059.00	N	-2.20	-2.47	
Barbara			VET MED	Professor	SMALL ANIMAL SPEC	7.33	109123.00	N	-1.80	-2.01	
Charles			VET MED	Professor	SMALL ANIMAL SPEC	7.33	111800.00	N	-1.69	-1.89	
Dianne			VET MED	Professor	COMPARATIVE MEDIC	6.33	137098.00	N	-1.61	-0.71	
Eric			VET MED	Professor	DIAGNOSTIC AND POP	7.33	87541.00	Y	-1.33	#NULL!	
Francesca			VET MED	Professor	INFECTIOUS DISEASES	5.33	107026.00	N	-1.16	-0.29	
Gordon			VET MED	Professor	SMALL ANIMAL SPEC	11.33	110319.00	N	-0.96	-1.07	
Helen			VET MED	Professor	LARGE ANIMAL SPEC	5.33	102355.00	N	-0.95	-0.50	
Issac			VET MED	Professor	INFECTIOUS DISEASES	3.33	110150.00	Y	-0.94	#NULL!	
Joan			VET MED	Professor	INFECTIOUS DISEASES	10.50	119328.00	Y	-0.89	#NULL!	
Kurt			VET MED	Professor	DIAGNOSTIC AND POP	26.33	98272.54	N	-0.85	-0.87	
Leslie			VET MED	Associate P	DIAGNOSTIC AND POP	5.33	90848.00	N	-0.84	-0.94	
Mark			VET MED	Associate P	SMALL ANIMAL SPEC	1.33	80009.00	N	-0.82	-0.92	
Nicole			VET MED	Professor	INFECTIOUS DISEASES	10.50	121263.00	N	-0.82	-0.23	
Otis			VET MED	Associate P	DIAGNOSTIC AND POP	11.33	92875.00	N	-0.75	-0.84	
Petra			VET MED	Professor	INFECTIOUS DISEASES	10.50	126634.00	N	-0.60	0.02	
Quincy			VET MED	Professor	LARGE ANIMAL SPEC	10.50	117015.00	N	-0.56	-0.18	
Regina			VET MED	Professor	INFECTIOUS DISEASES	28.33	148498.00	N	-0.52	-1.00	

A Clean “Decoded” Example, Zoom 2

EWID	FIRST_MIDDLE_LAST_NAME	POSITION	DEPARTMENT	YR_IN_MED SCHOL	TOTAL_P	Full Model ANA_A	Excluded Model ANA_A	Intended Adjustment	
XXXX		VET MED	Professor	COMPARATIVE MEDIC	17.33	183256.00	N	0.46	1.09
XXXX		VET MED	Associate P	SMALL ANIMAL SPEC	6.33	111148.00	N	0.48	0.54
XXXX		VET MED	Professor	DIAGNOSTIC AND POF	18.33	131486.00	N	0.49	0.27
XXXX		VET MED	Professor	DIAGNOSTIC AND POF	14.33	133317.00	N	0.55	0.17
XXXX		VET MED	Professor	DIAGNOSTIC AND POF	18.33	133533.00	N	0.57	0.37
XXXX		VET MED	Professor	DIAGNOSTIC AND POF	18.33	139706.00	N	0.82	0.65
XXXX		VET MED	Professor	DIAGNOSTIC AND POF	11.33	141903.00	N	0.90	0.42
Star		VET MED	Associate P	DIAGNOSTIC AND POF	3.33	139230.00	N	1.14	1.27
Star		VET MED	Professor	INFECTIOUS DISEASES	21.33	185936.00	N	1.33	1.50
Star		VET MED	Professor	COMPARATIVE MEDIC	9.33	212394.00	Y	1.52	#NULL!
Star		VET MED	Professor	LARGE ANIMAL SPEC	4.33	163886.00	Y	1.60	#NULL!
Superstar		VET MED	Professor	SMALL ANIMAL SPEC	18.33	149182.00	N	2.01	2.25
SUPERSTAR		VET MED	Professor	INFECTIOUS DISEASES	5.58	213541.00	Y	3.17	#NULL!
SUPERSTAR!!!		VET MED	Professor	SMALL ANIMAL SPEC	2.92	288077.00	N	4.63	5.19

Update

- **Aug. 2021** – SON and SPH (SMHS/MFA excluded)
 - SON – 5 outliers; no adjustments made
 - SPH – 15 outliers; 3 adjustments

- **Aug. 2021** – CCAS, ESIA, LAW, GWSB, GSEHD, SEAS (CPS excluded)
 - CCAS – 37 outliers (11 Hum., 14 Soc., 12 Phys.); 7 adjustments
 - ESIA – 7 outliers; 5 adjustments
 - LAW – 4 outliers; 2 adjustments
 - GWSB – 7 outliers; 2 adjustments
 - GSEHD – 5 outliers; 3 adjustments
 - SEAS – 8 outliers; 1 adjustment

New Steps

- Strategic Direction
 - Develop race and gender analyses
 - Encourage deans and department chairs to review locally
- Reconvene Faculty Committee
- Additional Considerations
 - Review methodology
 - Additional variables (e.g., leave status, retention packages)
 - Include Health Sciences faculty

**THE GEORGE
WASHINGTON
UNIVERSITY**

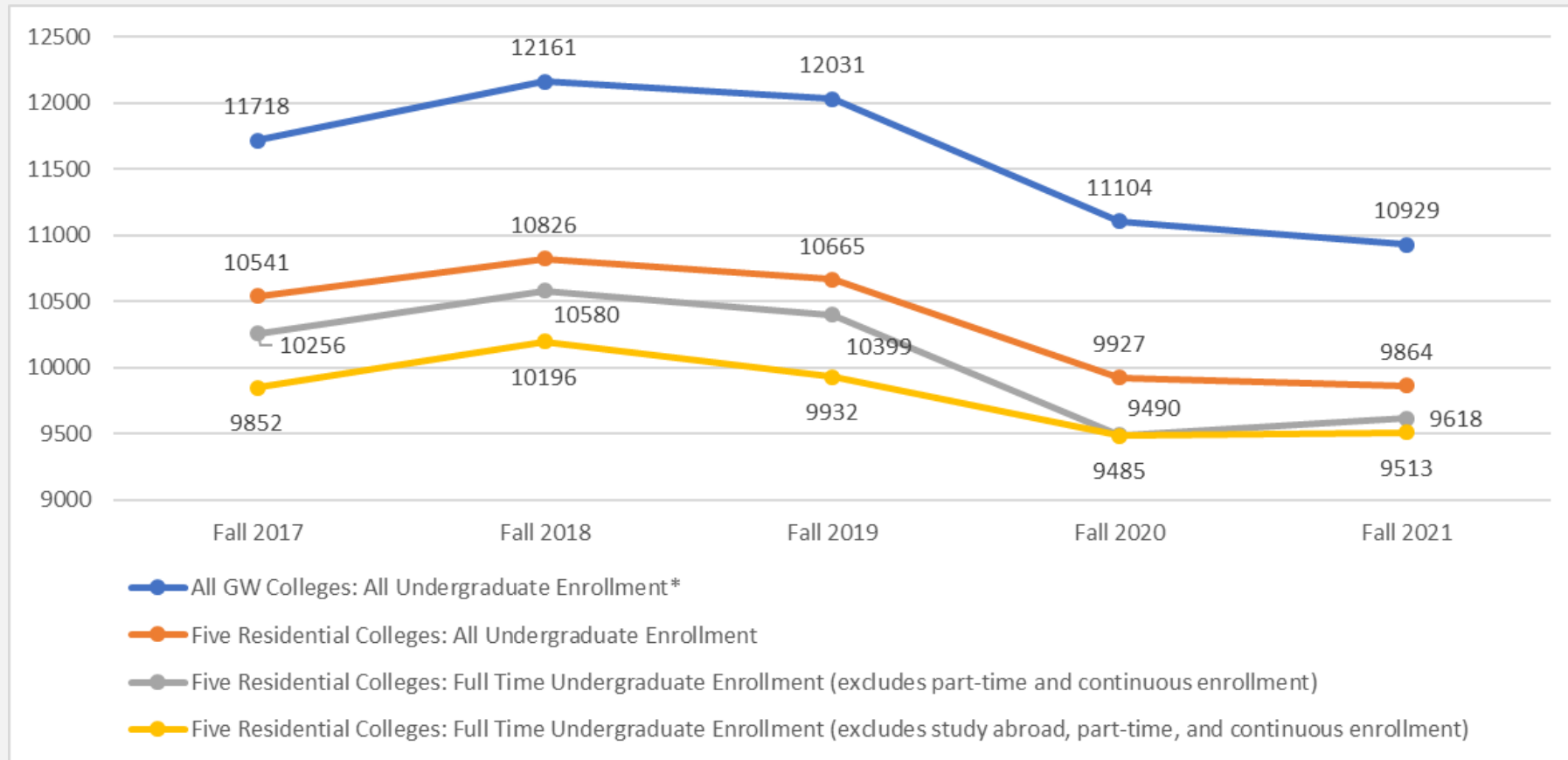
WASHINGTON, DC

THE GEORGE
WASHINGTON
UNIVERSITY
WASHINGTON, DC

Future Enrollment Planning Committee – Senate report 2/18/22



FIVE YEAR FALL UNDERGRADUATE ENROLLMENT

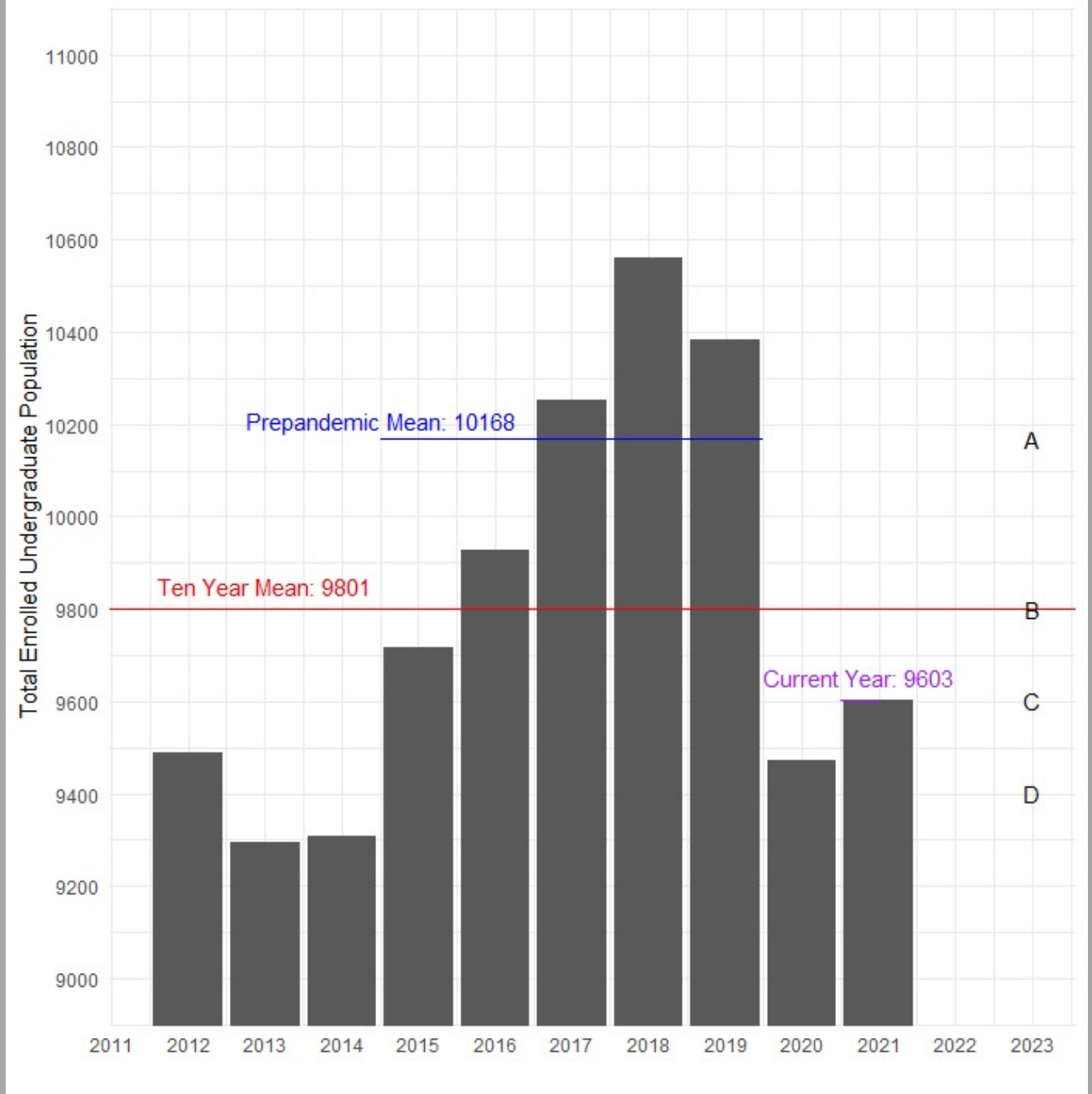


* Includes all undergraduate full-time, part-time, continuous enrollment, and study abroad students, as reported to IPEDS.

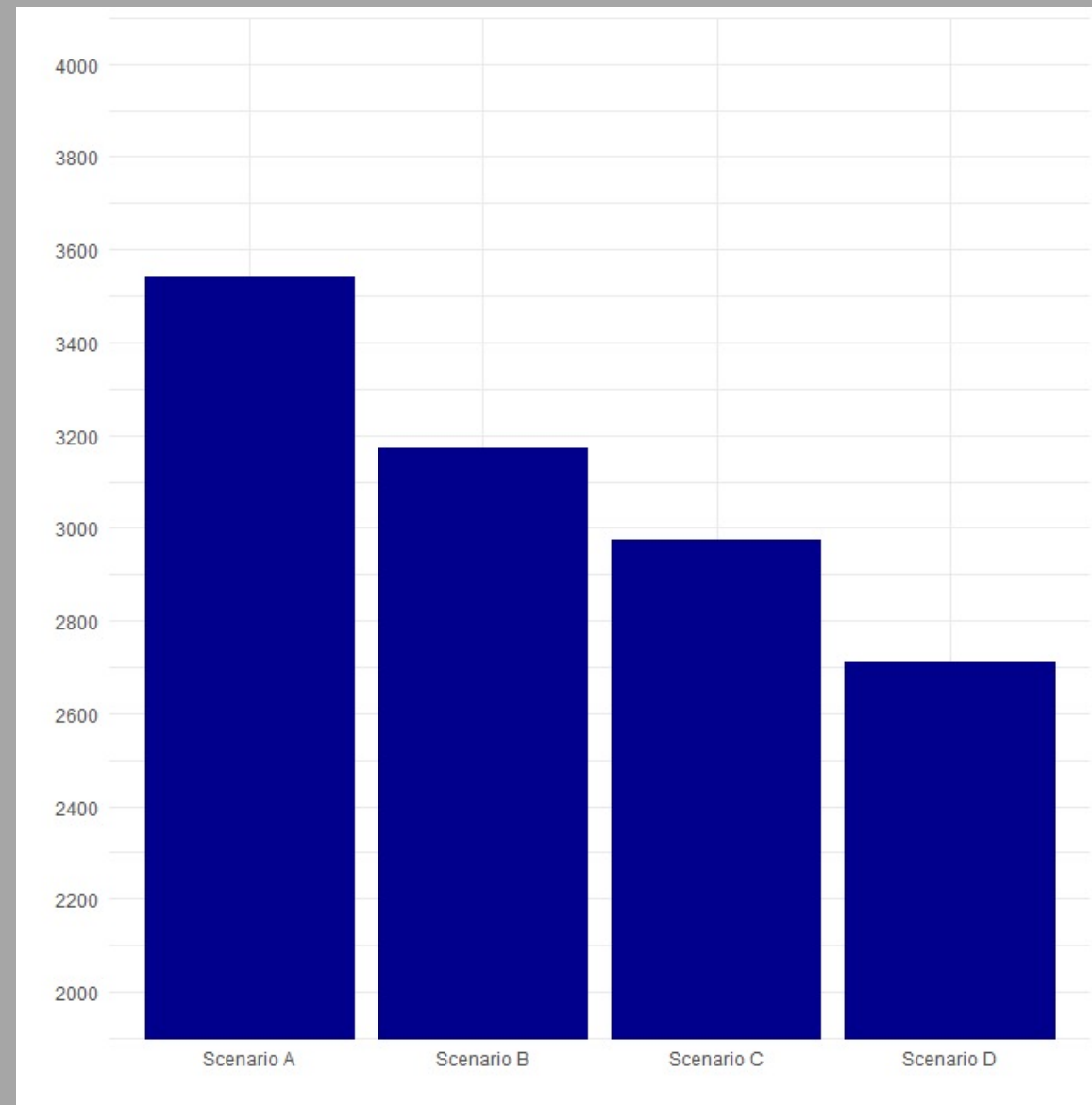
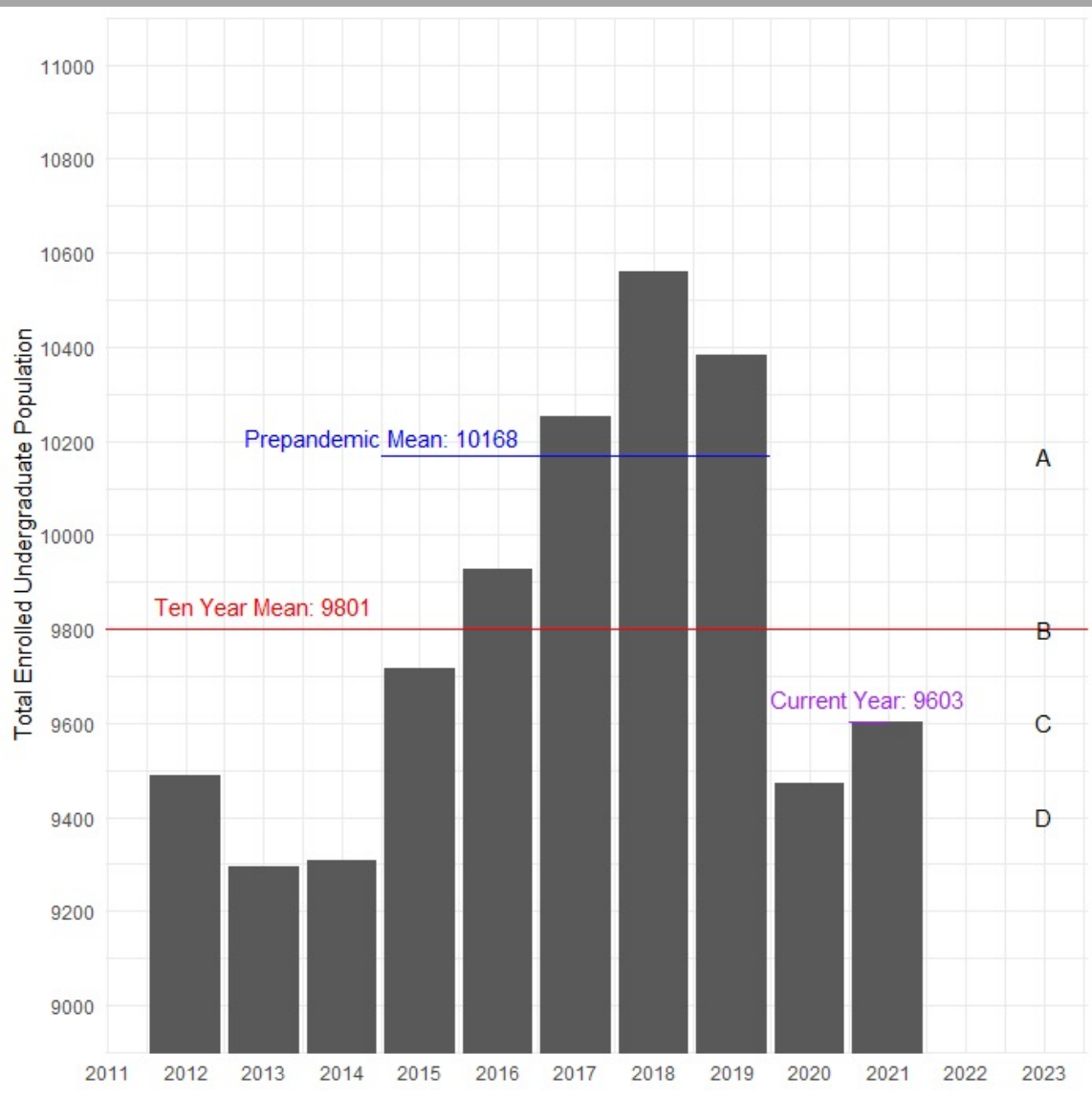
*TOTAL HEADCOUNT ENROLLMENTS
FALL 2019 – FALL 2021 COMPARISON*

STUDENT CATEGORY	Fall 2019 Census Headcount	Fall 2020 Census Headcount	Fall 2021 Census Headcount	Diff. # 2019 to 2021	Diff. % 2019 to 2021
Residential Undergraduate	10,665	9,927	9,864	-801	-7.5%
Non-Res & Distance Undergraduates	1,366	1,177	1,065	-301	-22%
Graduate	12,926	12,716	12,458	-468	-3.6%
Professional (Law & Med)	2,279	2,461	2,429	-150	-6.6%
Non-Degree	578	736	641	63	10%
Total Enrollment	27,814	27,017	26,457	-1357	-4.9%

- *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*



Full-Time Undergraduate Residential Colleges: On Campus: Source: irp



GOVERNMENT OF THE DISTRICT OF COLUMBIA
Zoning Commission



ZONING COMMISSION FOR THE DISTRICT OF COLUMBIA
ZONING COMMISSION ORDER NO. 06-11/06-12
Z.C. Cases No. 06-11 and 06-12

**Applications of George Washington University for Special Exception Approval of a
Campus Plan and for Approval of a First-Stage Planned Unit Development and
Related Zoning Map Amendments for the Foggy Bottom Campus
March 12, 2007**

C-6: “For the duration of the Plan, the University shall make available on-campus beds for **full-time** Foggy Bottom undergraduate students equivalent to 70% of the full-time Foggy Bottom undergraduate student population up to an enrollment of 8,000, plus one bed per full-time Foggy Bottom undergraduate student over 8,000.”

DC-BZA GW ENROLLMENT CAP AGREEMENT:
70% BEDS FOR FIRST 8,000 FULL-TIME RESIDENTIAL UGS,
100% BEDS FOR EVERY RESIDENTIAL UG OVER 8,000

Foggy Bottom Enrollment Cap Estimates												
Residential UGs in Foggy Bottom Classes	8,000	8,250	8,500	8,750	9,000	9,250	9,500	9,750	10,000	10,100	10,200	11,000
Beds Needed with Cap Rule	5,600	5,850	6,100	6,350	6,600	6,850	7,100	7,350	7,600	7700	7800	8,200
Res UGs on Study Abroad	400	400	400	400	400	400	400	400	400	400	400	400
Total Res. UG Enrollment Permissible by FB Cap	8,400	8,650	8,900	9,150	9,400	9,650	9,900	10,150	10,400	10,500	10,600	11,400

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Zoning Commission



ZONING COMMISSION FOR THE DISTRICT OF COLUMBIA
ZONING COMMISSION ORDER NO. 06-11/06-12
Z.C. Cases No. 06-11 and 06-12

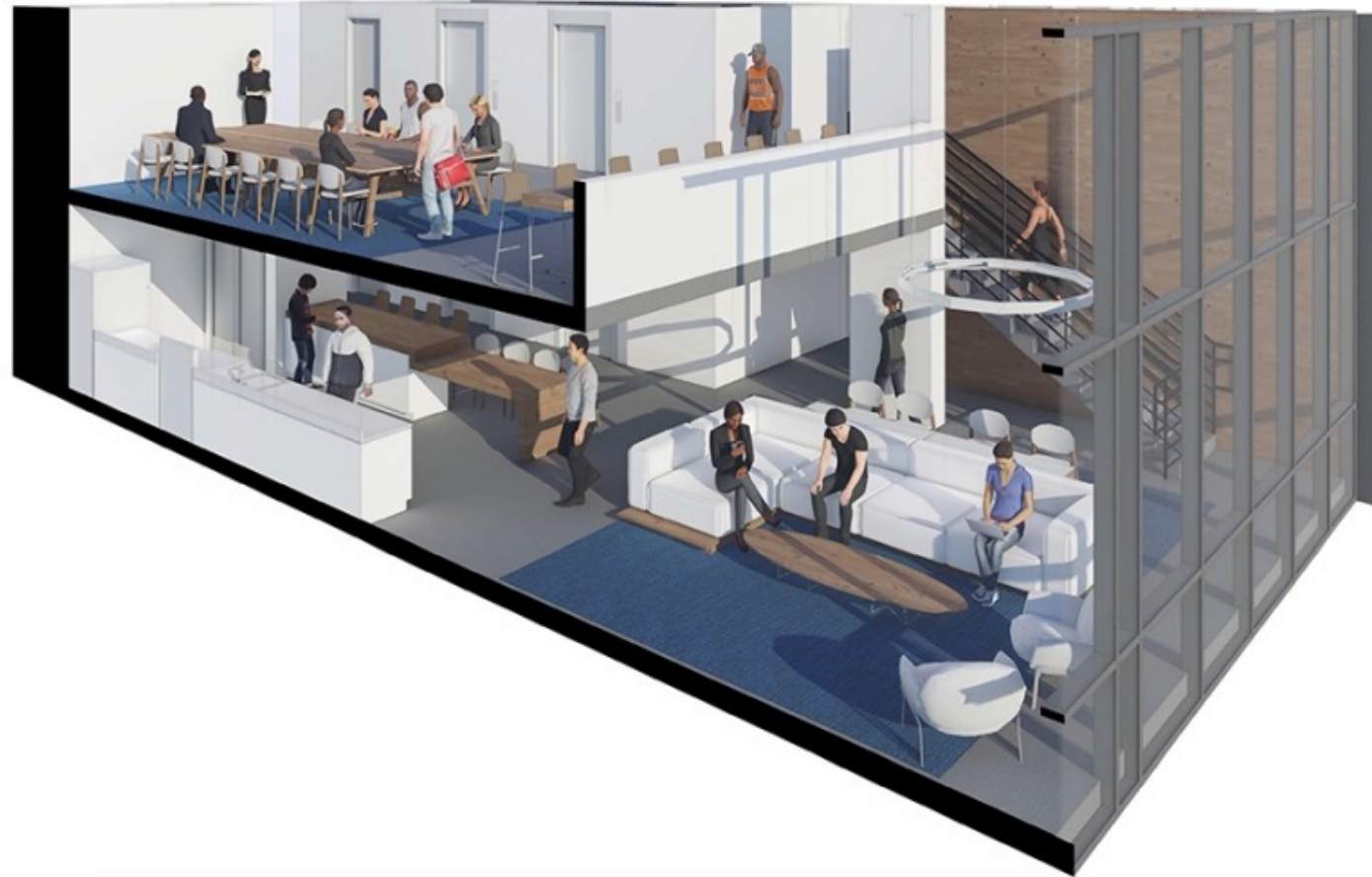
**Applications of George Washington University for Special Exception Approval of a
Campus Plan and for Approval of a First-Stage Planned Unit Development and
Related Zoning Map Amendments for the Foggy Bottom Campus
March 12, 2007**

C-6: “For the duration of the Plan, the University shall make available on-campus beds for **full-time** Foggy Bottom undergraduate students equivalent to 70% of the full-time Foggy Bottom undergraduate student population up to an enrollment of 8,000, plus one bed per full-time Foggy Bottom undergraduate student over 8,000.”

THURSTON REDESIGN



DORM PREVIOUSLY PLANNED TO OPEN IN FALL 2022



Complaints of mold, moisture grow on George Washington U. campus

Students say the organism is growing from their vents and on their walls.

Lauren Lumpkin • September 14, 2021 at 7:00 a.m. EDT



Students at George Washington University are growing frustrated over what appears to be mold growing in their dorm rooms. (Jonathan Newton /The Washington Post)

ENROLLMENT PLANNING: STUDENT HOUSING

	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Fall 2024	Fall 2025	Fall 2026
	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
<i>Last Updated: 11-19-2021</i>	Actual	Actual	Actual	Actual	Actual	Actual	Pandemic	Actual 8-22-21	Possible	Possible	Possible	Possible	Possible
UG beds available (FB & MtV)	6769	6785	7254	7252	7296	7243		6454	6886	6540	6540	6692	6692
Occupancy At Opening	98.91%	98.51%	99.27%	99.05%	99.18%	96.75%	7.00%	99.78%	99.8%	100.0%	100.0%	100.0%	100.0%

***2023 & 2024 assumes Mitchell is offline for renovations (346)**

*****2025 & 2026 assumes Madison is offline (194)**

NOTE: Mt. Vernon currently has 700 available beds

THE GEORGE
WASHINGTON
UNIVERSITY
WASHINGTON, DC

Tracking and Student Privacy

Technology
Subcommittee



The Good News

The subcommittee thanks

- the President for the thoughtful message to the community
- the Provost who has been a leader in transparency
- GWIT for meeting the subcommittee and answering countless questions

* Also, this presentation will concentrate on risks. But many risks do not appear to have been realized

Why this is important?

Intellectual Community

Campuses are not businesses; they are learning communities

Students (and some faculty and staff) have GWU as their home for four years. It is a community intentionally created for its members to be intellectually curious. Privacy is essential for this.

Healthy intellectual communities require privacy for students

Students may not want electronic records of what political groups they joined

Students may not want electronic records of their participation in planning for protests

Students may not want electronic records of meetings with dissidents

Students may not want electronic records of their locations on campus for security reasons (e.g., DACA)

Students may not want electronic records of their visits to counseling

* Even if GWU does nothing with the electronic records, the presence or existence of these records is an inherent risk to students

Why this is important?

Residential Community

Most students and some faculty and staff live on campus and depend on it for services. There is no separate “home” for most of the year.

The creation of an effective residential community requires creating at least some kind of “private sphere” where people enjoy traditional privacy protections on campus.

Students may not want electronic records kept of who they spend the night with

Students may not want their attendance at private social gatherings to be tracked or logged

Students may not want electronic records kept of their visits to the Health Center

Students may not want electronic records of support groups they participate in (e.g., AA)

* Students may not trust the university to keep this information confidential.

Why is this important?

Faculty Life

Faculty also presume that the university enhances privacy in ways necessary for the research mission

At a campus like GW, faculty and especially graduate students frequently meet with individuals who expect that electronic records are not kept of their meetings with researchers

The university should not keep electronic records of individuals who are being interviewed with the promise of complete confidentiality

The university should not keep records of individuals who participate in clinical research with the promise of complete confidentiality

* Respondents may not trust the university to keep their records secure

It is also a threat to faculty life more generally (e.g., Shared Governance Conversations, GWUFA meetings)

A disclaimer

The subcommittee is working from meetings and discussion. We have not seen documents. Our goal is to help people understand the program as it has been explained to us.

The Basic Facts: A History

GW began a process of modernizing wifi across the university

GW received a “free trial” of Degree Analytics software tools

GW began a campus wide program in Fall 2021. It lasted only for the semester



NEXTGEN WIFI
GET CONNECTED. STAY CONNECTED.

You might say that GW runs on WiFi. After all, more than 50,000 devices connect to the internet through 7,500 wireless access points – *each day*. That’s why GW IT decided to become one of the first institutions to begin testing and planning for the deployment of the new wireless standard called WiFi 6, considered the next generation in WiFi technology that allows more efficiency with faster wireless speeds, improved roaming experiences, more robust coverage and better performance in congested areas, like college campuses.

The first phase of these continuous improvement efforts is underway. Expected to be completed by late 2020, this phase includes assessments in 65 buildings and the kickoff of upgrading more than 4,000 access points to take place over the next few years. The buildings selected for this phase all have access points that are the oldest model currently supported at GW.

During the initial rollouts we will continue to gather feedback from students, faculty, and staff. This feedback, along with our infrastructure lifecycle plans, will inform our building prioritization efforts to meet current and future campus needs.

How was data collected



Your device connects to GW wifi via access points (gwireless, eduroam)

The access server stores information about the users who log into wifi

There are many access points around campus (one estimate was about 6000)



What data was collected

Complete Locational Table: All users access point, user id, timestamp, and device name

Student Table: Joined the above information to the Student Information System (e.g., GWID, Greek, Athlete, Gender, Dining Plan Type, Admission Type, Residence Hall)

Note: User ID and GWID were hashed

Outputs

Heat maps of campus

How many people were in a building?

What floors were they on?

Where were they generally clustered?

Data on student users

Do students leave over Thanksgiving?

What kinds of students leave?

Dashboard example

- *A line graph of campus population by week. (drops on Thanksgiving)*

The Concern is the Tables and not the Dashboards

The dashboards were aggregate data

The tables were individual-level data

Likely billions of rows

Thousands of rows per student user

Link to individualized information

Questions about security



Facility Usage Module

1. Enhance Operations

Analyze variances of actual facility usage compared to plans and bookings

2. Measure Facility ROI

Quantify the value of all learning spaces and student support facilities across the campus

3. Optimize Student Achievement

Optimize schedules via analysis of most-attended classes and cohort-level attendance and outcomes

Complete Visibility

Understand facility use on an accurate and detailed basis to improve utilization, prioritize investments, identify cost savings and optimize experiences

Billions of Rows of Data Per Semester

Empower school administrators to make data-informed decisions that enhance educational opportunities and operations

Degree Analytics Website

<https://www.degreeanalytics.com/facility-usage>

Again Good News

The substantial threat to privacy would occur if GW used vendors who engaged with data brokers or if table data was compromised

- As far as the subcommittee knows, this did not occur.
- We also did not detect *any* nefarious intent
- But again these are inherent risks to any collection of personal information.

The first problem: Intrusion Outweighs Value

While the program was extremely intrusive, little value was achieved.

No clear thought into the research questions that guided the pilot.

Other easy means of accessing information (building cards, event monitors)

In sum, the costs to privacy outweighed the negligible gains.

The second problem: no consent or privacy notification

Gaining consent and providing notification is necessary because of inherent risks in collecting and storing personal information

- 1) Vendor Practices
- 2) Higher Education Norms
- 3) GW Policy

Vendor Best Practices

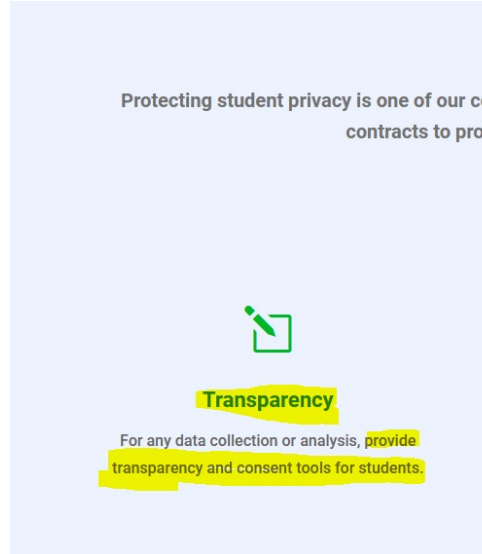
GW Partnered with Degree Analytics

GWIT successfully restricted individual location data to individuals with user permissions

Degree Analytics however is clear that their tools require consent by users

They did not provide any notification, explain the program, provide opt outs, or other information

These policies are listed by Degree Analytics in many places



Degree Analytics Website

Transparency

Most universities are utilizing network data to some degree before working with us. As our work then begins to expand an institution's understanding of what's possible with data, we advocate for and assist with student communication packages outlining the following key principles:

- Clearly identify how student location data will be used to improve campus experiences
- Identify what student data will NOT be used i.e. web traffic, searches, etc.
- Provide an opportunity for opt-outs
- Provide an opportunity for feedback or more information

Degree Analytics: Data Privacy, Higher Ed (available from Aaron Benz)

Higher Education Norms

Universities publicly announce these programs

- McMaster
- Purdue
- Sacramento State
- VCU

The example of VCU

- Created a public semester pilot
- Students notified and provided opt-outs
- Students saw no value and half opted out
- * *VCU was different program in kind but shows privacy is salient for many students*

Students using Degree Analytics' WiFi system can opt-out by clicking "no" on a window that asks whether they want to help "support student success, operations and security." But Benz, the company's chief, said very few do.

That is, until last month at VCU, which recently launched a pilot program to monitor a set of courses required of all freshmen. Students said they were frustrated to first learn of the system in a short email about a "new attendance tool" and were given only two weeks before the opt-out deadline passed.

Students quickly scattered the opt-out link across social media, and the independent student newspaper, the Commonwealth Times, [sowed doubts](#) about the program's secrecy and stated mission, writing, "Student success my ass." The university declined to make an official available for an interview.

"Colleges are turning students' phones into surveillance machines, tracking the locations of hundreds of thousands." Washington Post, December 24, 2019

GW Policy

GW's Personal Information and Privacy

“the data collector must inform the individual what information is being collected (both actively and passively)”

“the data processor must make available a privacy notice detailing how personal information will be used and who to contact with any questions or concerns.”

Who is Governed by this Policy

- Staff
- Faculty
- Students
- Contractors
- Any persons or entities who generate, collect, use, store, or process personal information on behalf of the University

Policy

Information plays a critical role in the university's educational, research, administrative, and public service activities. The university recognizes the importance of safeguarding personal information, in all formats, that is processed or shared within the university and with third parties on its behalf.

This policy provides guidance to university faculty, staff, and students on the community's responsibilities with respect to privacy and protection of personal information.

Collection of Personal Information

All university offices, contractors, and others that collect personal information on behalf of the university (each a “data collector”) are responsible for collecting only the minimum amount of such information necessary. Collecting no more information than is necessary minimizes the information that the university must secure and hold private. When collecting personal information from individuals, the following is required:

- Transparency:** the data collector must inform the individual what information is being collected (both actively and passively).
- Lawful Basis:** the data collector must establish a lawful basis for the collection of personal information. This may include obtaining consent, collection of information necessary to perform under a contract, a legal obligation, vital interest, public task, or a legitimate interest.
- Adherence with privacy notice:** any information that is collected through a university webpage (gwu.edu), regardless of where it is hosted, must adhere to the [website privacy notice](#). This also applies to contracted third parties that host marketing web pages on behalf of university academic programs.

Use of Personal Information

Any university office, contractor engaged to act on the behalf of the University, or other university-authorized persons or entities using or processing (each a “data processor”) personal information on behalf of the university is required to do the following:

- Notice:** the data processor must make available a privacy notice detailing how personal information will be used and who to contact with any questions or concerns.
- Non-Public Information:** the data processor using information collected on behalf of the university is prohibited from selling, sharing, or publicizing personal information. Personal information is to remain private and is considered “Non-Public Information,” as defined under the [Data Management and Protection Standard](#).

Next Steps

Crucial to determine what policies need to be in place

- Already invested in infrastructure
- DNA Spaces on the horizon

How did this happen?

Universities increasingly have the same policymaking structure

An executive committee composed of representatives from the provost, IT, and the president's office

A set of advisory committees with deans, faculty, and students (when relevant)

An independent compliance office staffed by professional lawyers or involvement by OGC on key committees

IT Executive Committee

The IT Executive Committee, chaired by the Vice President for Information Technology and Chief Information Officer, is responsible for all major IT decision-making for the University and provides guidance, as well as sets IT priorities to enable the University to balance its improvement goals with available resources in alignment with the University's strategic goals and mission.

The committee evaluates input received from the following campus IT governance advisory committees and makes IT recommendations to, and receives direct feedback from, the Dean's Council two times per fiscal year.

- Administrative Systems Advisory Committee
- Information Security Advisory Committee
- Infrastructure Advisory Committee
- Learning and Technology ecosystem Advisory Committee
- Research Technology Advisory Committee

Northwestern IT Governance



University adopts new IT governance structure

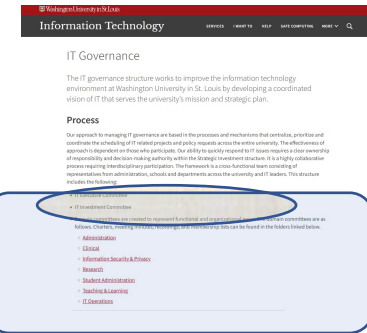
February 21, 2017

The Information Technology Plan includes the formation of an integrated set of IT Governance and Advisory committees to guide the implementation of strategy, recommend priorities and provide input to improve the effectiveness of technology.

Governance Committees

The Information Technology Executive Committee (ITEC)

Wake Forest IT Governance



Washington University in St. Louis IT Governance

IT Steering Committee (ITSC)

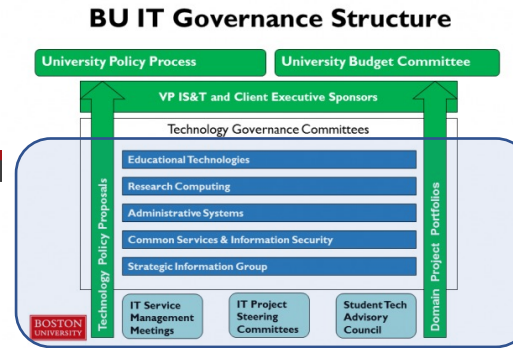
The ITSC creates and sustains a set of processes for IT governance and prioritization at Emory University that are timely, transparent, and clearly aligned with the university's missions. ITSC is charged with:

- Creating and maintaining a subcommittee structure that represents the functional and technology interests of the institution.
- Implementing strategic decision-making processes that are consistent with best practices in higher education and across other industries.
- Reviewing and understanding the financial context for IT services and forwarding recommendations for project funding levels to Emory's Ways and Means Committee.
- Reviewing and re-affirming prioritization decisions of the IT governance subcommittees.
- Evaluating proposals that do not fit within the scope of the functional and technology subcommittees.
- Working with the VP of Information Technology and CIO to communicate the status of IT initiatives to the University community.

University Subcommittees

- Digital Scholarship & Pedagogy
- Finance
- Human Resources/Payroll
- Research
- Research Administration
- Student Services
- Technology Infrastructure and Policy

Emory IT Governance



University of Rochester IT Governance

GWs Hierarchical Structure

Transition to Shared Services Created a Hierarchical Structure

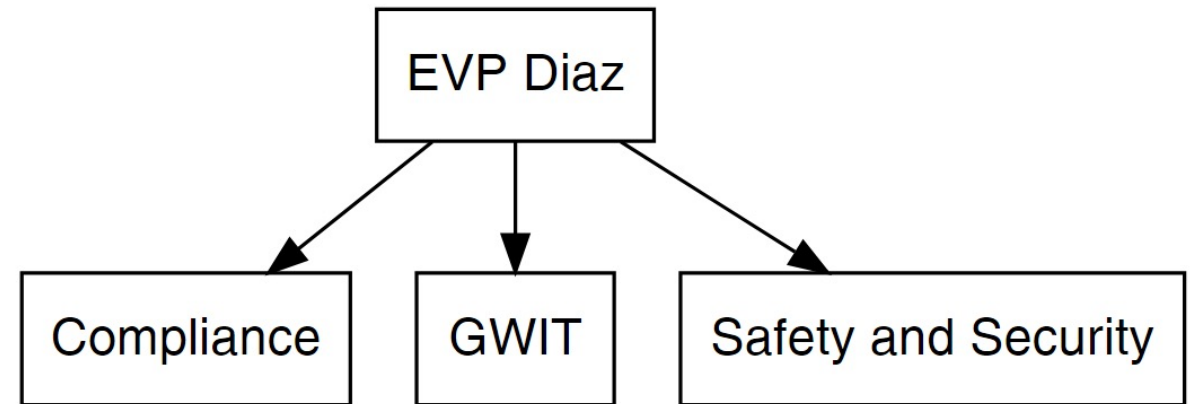
GWIT has a single report

No Executive Committee to ensure programs are consistent with strategic plan or have value

No clear advisory committees to ensure consultation by provost, deans, faculty, and students

Potential Conflict of Interest as Compliance is not separate

No institutionalized means to ensure programs work toward the education and research mission of the university





**A RESOLUTION ON EDUCATIONAL POLICY, ETHICS, TECHNOLOGY AND
PRIVACY VIOLATIONS (22/x)**

WHEREAS, GW’s Personal Information and Privacy Policy governs the collection and use of personal information by GW and its employees; and

WHEREAS, this policy clearly states that “the data collector must inform the individual what information is being collected (both actively and passively)” and also that the “data processor must make available a privacy notice detailing how personal information will be used and who to contact with any questions or concerns;”¹ and

WHEREAS, during the fall of 2021, GWIT implemented a program that tracked individual locations of students, faculty, and staff without informing them or securing their consent as required by GW’s Personal Information and Privacy Policy; and

WHEREAS, GWIT implemented a program that linked individuals’ locations to identifying details such as gender; and

WHEREAS, President Mark Wrighton indicated in his February 11th letter to the community that the program raises concerns related to both privacy and ethics norms; and

WHEREAS, when university operations leadership has previously failed in its ethical mission, it has agreed to allow faculty oversight on such tasks;²

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

1. That the Senate commends President Mark Wrighton for his February 11th letter which underlined the seriousness of the ethical breach; and
2. That the Senate supports the Provost-led committee in rethinking and modernizing GW’s privacy policies; and
3. That the Senate requests President Mark Wrighton or his designee deliver to the Senate and Education Policy and Technology Committee a copy of the complete contract between GW and Cisco/Degree Analytics which includes the records of the signatories to the contract; and
4. That the Senate requests that President Mark Wrighton release to the GW community the full list of personally identifying descriptor characteristics that were joined to the location tracking information; and

¹ <https://compliance.gwu.edu/personal-information-and-privacy-policy>

² [SR 21/13 \(PDF\)](#): Of Severe Disapproval of President Thomas J. LeBlanc Regarding the Appointment of Heather Swain, attachment 1

5. That the Senate requests that President Mark Wrighton release to the GW community the names of those who had access to the dashboards and datafiles or received or requested reports including or deriving from the data in order for the Senate to be assured about the extent to which personal information was secure and distribution limited; and
6. That the Senate requests that the Teresa Murphy and Jared Johnson's committee consider the need for mandatory ethics training for individuals who were aware of the program and did not raise ethical or other concerns; and
7. That the Senate requests the President and Provost report to the Senate why a program that clearly violated GW policy passed or bypassed the Compliance office tasked with protecting student privacy.

Authored by Professor Cohen-Cole and
introduced to the Senate February 18, 2022

Referred via the Faculty Senate Executive Committee to the
Educational Policy & Technology Committee
February 18, 2022



Faculty Senate

Faculty Senate Executive Committee Nominating Committee (FSECNC) Slate

The FSECNC will convene to nominate the 2022-2023 Faculty Senate Executive Committee slate.

CCAS: Murli Gupta

ESIA: Hugh Agnew

GSEHD: Shaista Khilji

GWSB: Arthur Wilson, Chair

GWSPH: Sarah Baird

LAW: Miriam Galston

SEAS: Charles Garris

SMHS: Tony Sidawy

SON: Ellen Kurtzman



Faculty Senate

Report of the Faculty Senate Executive Committee (FSEC)
February 18, 2022
Arthur Wilson, Chair

Standing Senate Committee Updates

The annual call for committee service volunteers went out last week and will remain open through the end of March. All faculty are encouraged to review the committee descriptions linked in the call and to consider volunteering for committee service. Any questions about the online form may be directed to Liz Carlson or Jenna Chaojareon.

Shared Governance

Four town halls were held in January and produced very productive discussions and insights for the task force. The shared governance survey went out to faculty on February 4 and closed on February 17. We want to thank everyone who participated in the survey. Results are expected shortly, and the task force will work with survey results as well as information gleaned from the town halls to develop its next steps. The task force will be meeting on February 26 at a retreat to discuss preliminary findings. President Wrighton will also be at this retreat. The [shared governance task force website](#) continues to be available as an avenue for information and input.

Presidential Search

The newly-constituted Faculty Consultative Committee met for the first time on February 17 to discuss its charge and elect a chair. Professor Kim Roddis was elected chair of the committee. The group looks forward to collaborating closely on the upcoming presidential search process.

Personnel Actions

There are no active grievances at the university.

Calendar

The next regularly scheduled meeting of the Faculty Senate Executive Committee is February 25, 2022. 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 the tight timeline for the March Senate meeting, which takes place just two weeks from today.



Faculty Senate
Provost Bracey Remarks
February 18, 2022

Diversity Program Review Team

I was proud to announce earlier this week the formation of the Diversity Program Review Team. When I was named interim provost this past summer, I identified the previously-announced diversity audit as a top priority. The university originally envisioned using an outside party to conduct the review, but it became apparent that the university should empower its own faculty, staff and students to conduct the review. Members of our own community are best positioned to lead the examination of the diversity and equity issues we face.

The Diversity Program Review Team, comprising faculty, staff and students, will conduct a comprehensive review of the university's diversity, equity and inclusion efforts to inform the development of a sustainable action plan. The team was chosen in consultation with campus partners, who provided recommendations about community members who would be valuable leaders in this process. The review will be transparent, collaborative, and university-wide, and the engagement of the whole community will be critical in this endeavor.

The goal is to submit to leadership in Spring 2023 a recommended diversity action plan, so there is a lot of work to do over the next year. A page has been launched on the Provost's Office website under the Initiatives tab. We will post updates there as well as share updates with the community. An opportunity for the community to provide feedback is forthcoming as well, though I have already begun to receive outreach from members of the community with questions and feedback, and I am of course happy to address those at this time.

I encourage you all to stay tuned for opportunities to be involved, and I thank you for your support of this crucial process.

Paperless Faculty Grade Change Process Now Live

We were very pleased to announce earlier this week that the new paperless process for submitting grade change requests is now live. This process is faster and more streamlined, and, of course, electronic. Paper grade change forms will no longer be accepted after spring break, so faculty can familiarize themselves with the new process by going to the Office of the Registrar site under the Resources tab and clicking Grading. There is a PDF with step by step instructions. My thanks to Beth Amundson and her team for making this important update possible.

GW Research Showcase

As you know, each year, undergraduate, graduate, and professional students are invited to present their research as part of the GW Research Showcase. This university-wide event celebrates the breadth of student research across all disciplines and provides an opportunity for students to receive feedback on their projects, hone their presentation skills, and compete for prizes.

This year's event will be held virtually the week of April 11-14. Abstract submissions are due March 1. Please, if you know of any students who may be interested in sharing their research, encourage them to submit their abstract and make sure they know about the deadline. This is a great opportunity for our students to share some of their innovative research with the broader community, so I encourage you all to attend at least some of the presentations.

Adapting Course Materials for Equity Faculty Grant

The George Washington University Libraries & Academic Innovation is requesting applications for its new Adapting Course Materials for Equity Faculty Grant.

As you know, course material costs can be a significant barrier to student success. Using high quality open and affordable educational resources can improve equitable access to course materials and support student success, but faculty may face barriers to adopting alternatives to commercial textbooks. These barriers could include lack of time or support to find quality open and affordable materials and modify a course. The Adapting Course Materials for Equity Faculty Grant program seeks to provide both financial and pedagogical support to faculty who redesign or develop courses using open or zero-cost course materials. It also seeks to advance diversity, equity, and inclusion by prioritizing applications that increase culturally inclusive course content and diverse perspectives.

This program will award grants between the amounts of \$250 to \$1000 to faculty who want to adopt and adapt open or zero-cost course materials in undergraduate courses taught between Fall 2022 and Fall 2023. Applications are due by Friday, March 11 at 11:59pm, so please apply on the Library website by navigating to the Teaching & Faculty Support Tab and clicking Open & Affordable Course Materials.

President's Day

Finally, I want to acknowledge Presidents' Day on Monday, officially known as Washington's Birthday (which is actually February 22). As we embark on our third century as an institution, it is fitting to recognize and celebrate on this holiday our namesake and the qualities we have as an institution that reflect his example. George Washington was a courageous and inspiring leader at the forefront of some of the most critical moments in our young nation's history. In his last will and testament, Washington envisioned a university in the nation's capital that would serve as an intellectual hub for the country. We have fulfilled that promise – like Washington, we exist at the forefront of innovation, and our students graduate with the knowledge, passion, courage, and ability to transform the world. Let us work to continue to honor George Washington's memory over our next two hundred years.

I hope you all enjoy the long weekend. This concludes my remarks.