



Faculty Senate

The Faculty Senate will meet on Friday, May 6, 2022, at 2:00pm
via WebEx

AGENDA

1. Call to order
2. Approval of the [minutes](#) of the meeting held on April 8, 2022
3. Acknowledgment of Senate members beginning terms (Mark Wrighton, President)
4. **PRESIDENT’S REPORT** (Mark Wrighton, President)
5. **REPORT**: The GW Academic Health Care Enterprise (Dean Barbara Bass)
6. **REPORT**: Medical Faculty Associates Financial Structure (Joe Cordes, Co-Chair, Fiscal Planning & Budgeting Committee)
7. **RESOLUTION 23/1**: On Recommended Changes to the *Faculty Organization Plan* (Jeff Gutman and Natalie Houghtby-Haddon, Co-Chairs, Professional Ethics & Academic Freedom Committee)
8. INTRODUCTION OF NEW RESOLUTIONS TO BE REFERRED TO COMMITTEE
9. GENERAL BUSINESS
 - a) Standing Committee annual reports received (see attached)
 - Athletics & Recreation
 - Libraries
 - Professional Ethics & Academic Freedom
 - Research
 - University & Urban Affairs
 - b) Election of ESIA Faculty Senate Executive Committee member for the Fall 2022 term: Hugh Agnew¹
 - c) Approval of the 2022-2023 Senate calendar (see attached)
 - d) Appointment of the 2022-2023 Senate Parliamentarian: Sarah Binder
 - e) Appointment of 2022-2023 Senate Standing Committee chairs & rosters (rosters to be sent prior to the meeting)
 - f) Appointment of 2022-2023 University administrative committee faculty representatives (see attached)
 - g) Report of the Executive Committee (Professor Jim Tielsch, Chair)
 - h) Provost’s Remarks
10. Brief Statements and Questions
11. Adjournment

Elizabeth A. Amundson
Secretary

¹ Due to Professor Feldman’s research leave in Fall 2022, the Elliott School held a special election for a faculty member to serve in her place for the Fall 2022 term. Following that election, the Elliott School Senate members determined that Professor Agnew would be nominated to serve in Professor Feldman’s FSEC seat for the Fall 2022 term. Professor Feldman will assume her Senate and FSEC seats with the Spring 2023 term.



A RESOLUTION ON RECOMMENDED CHANGES TO THE *FACULTY ORGANIZATION PLAN (23/1)*

- WHEREAS**, the Faculty Senate Executive Committee charged the Professional Ethics and Academic Freedom Committee to review the Faculty Organization Plan;
- WHEREAS**, the COVID-19 pandemic has required us to reconsider in-person meetings of the Faculty Assembly and to consider possible alternatives that would allow virtual participation and voting;
- WHEREAS**, rules are required to establish the procedures for deciding whether a Faculty Assembly meeting should be conducted virtually;
- WHEREAS**, the orderly procedure of regular and special Faculty Assembly meetings requires a clear definition of membership of the Faculty Assembly;
- WHEREAS**, the Committee’s research discerned some uncertainty about whether many hundreds of employees of medical enterprises outside the University but with certain affiliations with the University were considered members of the Faculty Assembly;
- WHEREAS**, the Committee proposes to resolve that ambiguity by requiring all members of the Faculty Assembly to be full-time employees solely of the University and of a degree-granting college, school or division of the University;
- WHEREAS**, clarity in the number of members of the Faculty Assembly requires that Secretary of the University certify that number on an annual basis;
- WHEREAS**, resolving this ambiguity in the definition of membership and generally increasing numbers of full-time faculty members required a reconsideration of the number of Faculty Assembly members needed to conduct certain forms of business;
- WHEREAS**, it was the Committee’s view that the numbers require to conduct these forms of business should be modestly increased;
- WHEREAS**, the titles of several University administrators have changed;
- WHEREAS**, the function of administering Faculty Assembly meetings now rests with the Faculty Senate Office, which provides notice of meeting by electronic, rather than regular, mail; and
- WHEREAS**, the Faculty Organization Plan should be free of gender bias;

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

- (1) That the *Faculty Organization Plan* be amended as set forth on Exhibit A attached to this Resolution, conditional upon the adoption of such amendments by the Faculty Assembly.
- (2) That the President, as Chair of the Faculty Assembly, is petitioned to place on the agenda for the next meeting of the Faculty Assembly a resolution to adopt the amendments to the *Faculty Organization Plan* set forth on Exhibit A attached to this Resolution.
- (3) That, upon adoption by the Faculty Assembly, the President is requested to forward those amendments to the *Faculty Organization Plan* for final approval by the Board of Trustees.
- (4) That the Faculty Senate respectfully urges the Board of Trustees not to approve any changes to the *Faculty Organization Plan* that are different from the amendments adopted by the Faculty Assembly without further consultation with the Faculty Senate and concurrence by the Faculty Assembly in keeping with the University's unbroken tradition of collaborative shared governance.

Professional Ethics & Academic Freedom Committee
April 25, 2022

Exhibit A

THE GEORGE WASHINGTON UNIVERSITY FACULTY ORGANIZATION PLAN

Originally put in operation in 1960; as amended most recently in 2020².

Article I. Purpose and Power

SECTION 1. OBJECTIVE

The objective of the Faculty Organization Plan is to enable the Faculty of The George Washington University, in keeping with sound principles of university organization and shared governance, to perform effectively its functions and responsibilities with respect to educational policy and objectives of the University and related mattersaffairs in which the faculty has a legitimate concern or interest. The provisions of the Plan shall be interpreted and applied in accordance with the stated objective of the Plan.

SECTION 2. STRUCTURES AND POWER

The Faculty Organization shall consist of two bodies: the Faculty Assembly (hereafter “Assembly”), which shall consist of academic personnel holding the rank of university professor, professor, associate professor, assistant professor, or instructor who are in full-time service and the administrative personnel provided for hereafter; and the Faculty Senate (hereafter “Senate”), which shall be a representative body acting for the Faculty as the whole in legislative and advisory capacities. The powers, duties, and privileges of the Assembly and Senate shall be exercised in accordance with the Charter of the University and subject to the authority of the Board of Trustees, and they shall relate to matters that are of concern to more than one college, school, or division, or to the Faculty.

Article II. The Faculty Assembly

SECTION 1. MEMBERSHIP

The Faculty Assembly shall consist of the academic personnel holding the rank of university professor, professor, associate professor, assistant professor, or instructor who, as certified by the Secretary of the University at the beginning of each academic term, hold both ~~are full-time employees-employment solely with the University (or, in the School of Medicine and Health Sciences, the equivalent as defined in affiliation agreements)~~ and with ~~of~~ a degree-granting college, school, or division of the University. The Faculty Assembly shall further consist of ~~and~~ the President, the Provost and Executive Vice President for Academic Affairs, the Executive Vice President for Financial Affairs and Chief Financial Officer ~~Treasurer~~, the Dean of Libraries and Academic Innovation ~~University Librarian~~, the Registrar, the Dean of Undergraduate ~~Director of~~ Admissions, and the officers of the administration appointed by the President to the Senate. Vice Provosts, presidents and other academic personnel in full-time service, personnel with academic titles

who are not full-time employees solely of the University, and professors and associate professors emeriti, are not members of the Faculty Assembly. They may attend meetings of the Assembly and shall be privileged to speak; but they shall not have the right to make motions or to vote.

~~(Note: As used in this Plan, words that may imply the masculine gender shall be construed to refer to all genders.)~~

SECTION 2. OFFICERS

The President shall be Chair~~man~~ of the Assembly, the Provost and Executive Vice President for Academic Affairs shall be the Vice Chair~~man~~, and the Registrar shall be the Secretary.

SECTION 3. MEETINGS

- (a) A regular meeting of the Assembly shall be held at least once during the academic year.¹ A regular meeting may be called by the President, by ~~request of~~ the Senate, or by the petition of ~~twentyfive percent~~ or more of the members of the Assembly; ~~and the~~ agenda ~~shall be~~ prepared by the President and shall include any matter requested by the Senate or the Executive Committee of the Senate. ~~The agenda shall also include any matter requested,~~ or by petition of ~~five percent~~fifteen or more members of the Assembly. The call of a regular meeting shall contain the time, place (in-person, virtual, or both), and agenda of the meeting; and it shall be ~~distributed~~mailed not later than the tenth day preceding the day of the meeting.
- (b) A special meeting of the Assembly may be called by the President (or in the President's absence, the Provost and Executive Vice President for Academic Affairs),~~or~~ by the Chair~~man~~ of the Executive Committee of the Senate, ~~or in the absence of the President by the Vice President for Academic Affairs,~~ or by either any of these at the request of ~~ten percent~~fifty or more members of the Assembly, ~~for any time and place,~~ giving as much notice as the circumstances permit. The agenda for a special meeting shall be prepared by the person calling the meeting, in consultation with the Executive Committee of the Senate as far as practicable and, if applicable, with representatives of the members of the Assembly requesting such a special meeting.
- (c) The President, or in the President's absence, the Provost, in consultation with the Chair of the Faculty Senate Executive Committee, may determine that a regular or special meeting of the Assembly is to be conducted virtually by electronic means in lieu of or in addition to meeting in-person.
- (d) A quorum for any meeting shall consist of ~~150~~125 members of the membership of the Assembly. At the first Faculty Senate meeting each academic year, the President shall state the number of voting members of the Assembly certified by the Secretary of the University, as defined in Article II, Section 1. That number shall be used to calculate the numerical requirements set forth in this Section throughout the academic year.

¹ Amendment by action of the University's Board of Trustees, March 21, 1991

- (e) The Assembly shall act by affirmative vote of a majority of members present and voting, unless the action proposed is ~~to in adverse review of~~ action taken by the Senate, in which case the affirmative vote of two-thirds of the members present ~~and voting, or one representing a majority of the membership of the Assembly, whichever is the lesser,~~ shall be required. Whenever a regular or special Assembly meeting is called at which virtual attendance is permitted, either exclusively or as an alternative to in-person attendance, members of the Assembly who are present in-person or virtually shall be deemed present for the purpose of counting the quorum and shall be permitted to vote.
- (f) To the extent possible, the votes of members of the Assembly are public. The votes of individual members may not be recorded in the minutes of the Assembly.
- (g) The bylaws and rules of procedure of the Assembly shall be subject to the provisions hereof and shall be prepared by the Executive Committee of the Senate, subject to confirmation and amendment by the assembly.

SECTION 4. FUNCTIONS

The functions of the Assembly shall be to:

- (1) Receive information from the President, and such members of the University administration as ~~the President he~~ may designate, of matters of general University interest or faculty concern.
- (2) Receive reports from the Senate as to action it has taken and the activities of its committees, and, to the extent then anticipated, its proposed agenda and committee programs for the future. The Assembly shall have the power to direct the Senate to include in the agenda of the Senate or any of its committees, or to study and report back to the Assembly, or to take such other action as may be appropriate with respect to any matter of concern to the Assembly. The Assembly shall also have the power to review any action taken by the Senate and take such action on the basis thereof as the Assembly may deem appropriate.
- (3) Act as a referendum body on questions referred to it for that purpose by the Senate.

Article III. The Faculty Senate

SECTION 1. FUNCTIONS

The Faculty Senate, on behalf of the Faculty, shall, with respect to matters that are of concern to more than one college, school, or division, or to the Faculty:

- (1) Formulate principles and objectives and find facts, so as to recommend policies to the President;
- (2) Provide the President and the Board of Trustees with advice and counsel on such matters as they may request;

(3) At the direction of the Assembly — or may, at the request of the faculty of any college, school, division or of individual faculty members, or on its own initiative — consider any matters of concern or interest to more than one college, school, or division, or to the Faculty, and make its recommendations or otherwise express its opinion with respect thereto, to the Assembly, the President, or ~~through the President~~ to the Board of Trustees;

(4) Be the Faculty agency to which the President initially presents information and which ~~the President~~ ~~he~~ consults concerning proposed changes in existing policies or promulgation of new policies.

SECTION 2. ORGANIZATION

(a) Membership

(1) The President shall be a member of the Senate ex officio, and ~~the President or, in the President's absence, the Provost as another~~ the President or, in the President's absence, the Provost presiding officer may vote to break a tie vote.

(2) Persons who are otherwise eligible for election to and service in the Senate shall be members of the University and shall not be in a probationary status. Questions of eligibility for election and service shall be determined by the Senate.

(3) The faculty members of the Senate shall be elected by and from their faculties as follows: The Columbian College of Arts and Sciences, 11 seats; the Graduate School of Education and Human Development, 3 seats; the School of Engineering and Applied Science, 4 seats; The School of Business, 5 seats; the School of Medicine and Health Sciences, 5 seats; the Law School, 4 seats; the Elliott School of International Affairs, 3 seats; the School of Public Health ~~and Health Services~~, 3 seats; and the School of Nursing, 2 seats. The faculty members eligible for election shall be professors, associate professors, or assistant professors in full-time service who have tenure as of the academic year succeeding the date of election. Vice presidents, assistant vice presidents, deans, associate deans, assistant deans, and other faculty members whose duties are primarily administrative in nature shall be ineligible for election as faculty members of the Senate.²

Exemptions to the foregoing rule regarding eligibility for service as a faculty member of the Senate are provided for the School of Medicine and Health Sciences ~~and the School of Nursing~~, to the extent that, from ~~that those two~~ schools only, Regular Faculty with non-tenure-track appointments shall be eligible to serve in the Faculty Senate, provided that such Regular Faculty shall have completed at least three years of full-time service to the University and shall have attained the rank of Associate Professor or higher, and provided further, that at least half of the faculty members of the Senate from the School of Medicine and Health Sciences ~~each of those two schools~~ shall be tenured faculty members. ~~The foregoing~~

² Amendment by action of the University's Board of Trustees, October 19, 2012, pursuant to Faculty Assembly Resolution FA 12/1

~~exemption for the School of Nursing shall expire three years after the approval of that exemption by the Faculty Assembly and the University's Board of Trustees.³~~

(4) The administrative members of the Senate shall consist of the Provost and Executive Vice President for Academic Affairs, the Registrar, and a number of officers of administration equal to the number of degree-granting colleges, schools, and divisions. Administrative members shall have the right to debate but not to make motions or vote. They shall be appointed by the President and shall serve until their successors ~~are~~ shall be appointed, but not for less than one semester unless their service is terminated by separation from the University.

(b) *Officers*

The President shall preside at meetings of the Senate and in his absence, the order of succession to preside shall be the Provost and Executive Vice President for Academic Affairs and the ~~Chairman~~ of the Faculty Senate Executive Committee. The Registrar shall be Secretary of the Senate. The Bylaws may provide for other officers of the Senate.

(c) *Terms of Office*

The term of office for faculty members of the Senate shall be two years beginning on May 1 of the year in which they are elected. If necessary, the terms shall be adjusted by the Executive Committee, with the consent of the Senate, so as to elect approximately one-half of the faculty members from each school each year.

SECTION 3. ELECTION OF FACULTY MEMBERS

The election of faculty members of the Senate shall be held subject to the following requirements but otherwise pursuant to procedures determined by the faculty members eligible to vote in the school or group involved:

- (1) The nominating procedure shall permit nominations from the floor or by petition in addition to any other method adopted by the faculty of the school or group involved, and shall, unless otherwise determined at or prior to the election meeting by two-thirds vote of such faculty, require at least two nominees for each Senate seat to be filled.
- (2) Voting shall be by secret ballot.
- (3) Only members of the faculty in full-time service shall be eligible to vote.
- (4) The elections shall be held at meetings called by the academic deans of the respective schools prior to March 15 of each year. A quorum shall be that number which is determined

~~³Amendment by action of the University's Board of Trustees, October 2016, pursuant to Faculty Assembly Resolution FA 17/3~~

by the faculty of the individual school, college, or division as the quorum required for its regular faculty meetings.

(5) In the event that a vacancy occurs in the Senate membership or a member is on leave of absence or otherwise unable to participate for any period, the faculty of the school or group involved shall be entitled to elect another representative for the remainder of the term or pro tempore for the period of absence involved.

SECTION 4. MEETINGS

(a) Regular meetings of the Senate shall be held at stated intervals as determined by it but no less often than twice during each semester of the academic year. Special meetings ~~shall~~ may be called by the President, acting on ~~the President's~~ his own initiative, ~~or~~ upon request of the Executive Committee or Assembly, ~~or by~~ the petition of 25 percent of the elected members of the Senate. The Chair of the Executive Committee in consultation with the President shall determine whether a regular or special meeting is to be conducted in-person, virtually, or both.

(b) A quorum shall consist of the next whole number greater than one-half of the faculty members. All power of the Senate shall be exercised by the affirmative vote of a majority of the faculty members present and voting, except where the Bylaws require an extraordinary majority for particular business. Faculty members who attend regular virtually when permitted are to be counted toward the quorum and may vote electronically.

(c) The agenda for any meeting shall be made available in writing by the ~~Senate Office~~ Secretary of the Senate to all members of the Senate at least seven days prior to the meeting in the case of regular meetings, and with the call in the case of special meetings, and shall be made available for inspection by all members of the Assembly. If, at any regular meeting, any item of business is deemed sufficiently urgent by a majority of the faculty members of the Senate, or by two-thirds of the faculty members present and voting, whichever is the greater, action may be taken with regard thereto by the Senate at such meeting without its previous inclusion in the agenda.

(d) A summary of the minutes of each meeting shall be furnished by the ~~Senate Office~~ Secretary of the Senate to all members of the Assembly and such administrative officers as the President shall designate. A copy of the full minutes shall be made available by the ~~Senate Office~~ Secretary for inspection by any such member or officer.

(e) Except as otherwise provided herein, or required by the Assembly, the Senate may adopt such bylaws and other rules concerning its government and procedures as it considers appropriate.

SECTION 5. COMMITTEES

(a) General

There shall be three kinds of Senate Committees: the Executive Committee, standing committees, and special committees. The Executive Committee and all standing committees shall meet as directed by the Senate or as determined necessary by the committees themselves or their chairs ~~men~~, but not less than once a year. Committee meetings shall be conducted according to orderly

procedure, records of deliberations shall be kept, and reports shall be made to the Senate as often as required, but at least annually. Copies of all formal reports shall be filed with the Senate Office Secretary and shall be available for inspection by members of the Assembly and the administrative officers of the University. Members of the Executive Committee and standing committees shall be elected for a term not exceeding one year. ~~No m~~Members of the Executive Committee shall not immediately succeed ~~themselves~~himself more than twice. The Senate shall establish such procedures for temporary replacement of members of the Executive Committee as shall seem necessary to assure that the Executive Committee would not be prevented from acting effectively in emergencies because of inability to assemble a quorum of its membership.

(b) The Executive Committee

The Executive Committee shall consist of nine faculty members of the Senate, ~~and~~ and the President and Provost and Executive Vice President for Academic Affairs serve ex officio. The following nine schools shall have one representative each: the Columbian College of Arts and Sciences, the Elliott School of International Affairs, the Graduate School of Education and Human Development, the Law School, the School of Business, the School of Engineering and Applied Science, the School of Medicine and Health Sciences, the School of Nursing, and the School of Public Health Services.⁴ Any faculty member of the Senate shall be eligible to be elected to the Executive Committee.

At the first meeting of each Senate session, the first agenda item shall be the election of a new Executive Committee. ~~r~~The Chair~~man~~ shall first be elected by the Senate and; the Senate shall also elect the other eight elective members of the Executive Committee, subject to the restriction that no two members of the Executive Committee shall ~~be~~have been elected to the Senate by the same school or faculty group. If at any time the Chair~~man~~ of the Executive Committee or any other voting member of the Executive Committee is unable to serve temporarily or indefinitely, the Executive Committee shall elect a replacement or replacements to serve until the next regular meeting of the Senate, at which time the Senate shall elect a replacement or replacements to serve for the remainder of the term of the Executive Committee or pro tempore for the period of absence involved. The term of the Executive Committee shall begin upon election at the first meeting of the Senate session and last until the election of the subsequent Executive Committee. The Committee shall:

- (1) Arrange the agenda for Senate meetings, and shall serve as the channel through which any member of the Assembly may introduce matters for the consideration of the Senate. It shall include in the agenda for any meeting any matters requested by the President or by 20 percent of the members of the Senate.
- (2) Serve as the committee on committees for the Senate and in that capacity nominate the members and Chair~~men~~ of the standing and special committees and the nominating committee for the members and Chair~~man~~ of the Executive Committee. Individual faculty members of the Senate shall have the right to make additional nominations, by petition to the Executive Committee or nominating committee prior to the election meeting, or from the floor at such meeting. In the event of any questions or dispute as to

⁴ Amendment by action of the Board of Trustees, October 2011, pursuant to Faculty Assembly Resolution FA 11/1

the jurisdiction of any standing or special committee, the matter shall be referred to the Executive Committee for resolution.

- (3) Assist in carrying into effect the actions of the Assembly and the Senate, and make regular progress reports with respect thereto to the Senate.
- (4) Prepare and submit progress reports and reports on the work of the Senate, and on any other matter directed by the Senate, to the President and to the Assembly. ~~At the end of~~ ~~e~~Each academic year, a report covering the entire year shall be prepared and distributed to all members of the Assembly.
- (5) Receive reports prepared by or in any college, school, or division of the University that may be of concern or interest to any other college, school, or division, or to the faculty generally, and arrange for distribution of copies thereof to such other college, school, or division or the faculty.
- (6) Act on behalf of the Senate in emergencies on matters requiring immediate action when it is not feasible to call a special meeting of the Senate, such action to be reported to the Senate for confirmation at its next regular meeting.

(c) Other Committees

- (1) The committees of the Senate shall have power to inquire, hear, deliberate, advise, assist, and administer, and to receive and propose resolutions regarding all matters within the functions of the Senate set out in Section 1 of this Article. Advice given and action taken by Senate committees shall be reported to the Senate annually, or as otherwise required by the Senate.
- (2) The name, membership, scope, and duties of each standing committee of the Senate shall be set down in the Senate Bylaws. The majority of voting members of every standing committee shall be members of the Faculty in full-time service. Special committees may be established by the Senate, and subcommittees may be established by the Senate or by its committees, and special committees and subcommittees shall be composed of such members as the Senate or its committees may provide. The chairman of every standing committee and subcommittee shall include at least one faculty member of the Senate.
- (3) The Senate may elect any person to membership in any Senate committee. The President may appoint to nonvoting membership in any standing or special Senate committee any officer of administration whose duties fall within the committee's scope.

Article IV. Amendments

Amendments to this University Faculty Organization Plan may be proposed to the Assembly by the President, by the Senate through petition to the President as Chairman of the Assembly, or by 10 percent~~400~~ of the faculty members of the Assembly. Voting on a proposed amendment by the Assembly may be at a regular or special meeting. For adoption of a proposed amendment by the

Assembly, a favorable vote of either two-thirds of those voting, or a majority of the voting members of the Assembly, whichever is the lesser, shall be required. Amendments so adopted shall be submitted to the Board of Trustees for its approval and shall become effective only when so approved.

APPENDIX I

Rules of Procedure for Faculty Assembly Meetings

1. NOTICE OF MEETING. Notice of a meeting of the Assembly shall consist of the time, ~~and~~ place and form of the meeting, the type of meeting, whether regular or special, the means by which the meeting has been called, and the Agenda prepared by the President. ~~and the Senate Office Secretary shall publish~~ the Notice ~~in the University mail~~ at least ten days (not including the meeting day) prior to the meeting day.
2. PRESIDING OFFICER. The President shall be Chair~~man~~ of the Assembly and its presiding officer. In absence of the President, the Provost and Executive Vice President for Academic Affairs shall preside, and in the Provost's absence, the Chair~~man~~ of the Executive Committee of the Faculty Senate.
3. ORDER OF BUSINESS. The ordering of business on the Agenda shall be done by the President, and matters may be taken up out of the announced order at the Chair~~man~~'s discretion. A matter for debate that does not appear in the Agenda may be taken up only by a majority vote suspending the Rules of Procedure for that matter.
4. MEETINGS. Attendance at meetings of the Assembly shall be confined to members, except as individuals are invited by the President or Chair of the Faculty Senate Executive Committee to attend, and subject to the Assembly's right to declare the meeting closed to nonmembers by a majority vote.
5. DEBATE. Debate and amendments (including substitute motions) must be germane to the question being debated. In order to raise the issue of germaneness, a member may interrupt debate to call for a ruling by the Chair~~man~~, or the Chair~~man~~ may raise the issue ~~himself~~; and the Chair~~man~~'s ruling on germaneness may be overturned by a majority vote.
6. RULES OF ORDER. Except as otherwise specified in the Rules of Procedure, the Assembly shall govern itself according to *Robert's Rules of Order*. The Parliamentarian of the Senate shall advise the Chair~~man~~ on points of order.
7. VOTING. The first vote on a question shall normally be by voice, and if members attend virtually, by equivalent electronic means, and the Chair~~man~~ shall announce the result. If the Chair~~man~~ or three members call for a division of the Assembly, the Chair~~man~~ shall appoint tellers and shall call for a show of hands, or an equivalent electronic and public method for any members attending virtually, announcing the number of affirmative and negative votes. No secret ballot shall be taken except by notice in the Agenda.
8. ADOPTION AND AMENDMENT. The Rules of Procedure, having been prepared by the Executive Committee of the Senate according to Article II, Section 3(e), of the Faculty Organization Plan, may be adopted by the Assembly by majority vote. The Rules may thereafter be amended as an ordinary matter of business after appearing on the Agenda and being adopted by majority vote.

APPENDIX II

Bylaws of the Faculty Senate

Be It Resolved by the Faculty Senate of The George Washington University:

SECTION 1. MEETINGS AND SESSIONS

(a) A “regular meeting” of the Senate shall be held on the second Friday of September, October, November, December, January, February, March, April, and May. The Executive Committee may change the date of a regular meeting in unusual circumstances. The Executive Committee may cancel any regular meeting for which there is not sufficient business. In urgent circumstances, the Executive Committee may determine that additional Regular Meetings are needed in shorter intervals and may act to arrange such Regular Meetings during each semester of the academic year or during the summer. The President may call a “special meeting” upon request of the Executive Committee or upon petition of 25 percent of the elected members of the Senate.

(b) Meetings of the Senate shall be open for attendance and observation to all members of the Faculty Assembly, except that by a majority vote the Senate may declare an “executive session,” which only elected and ex officio members may attend.

(c) The business year of the Senate shall be called a “session” and each session shall commence with the call to order of the regular meeting in May.

SECTION 2. ORDER OF BUSINESS AND AGENDA

(a) The order of business for regular meetings of the Senate shall be as follows:

- (1) Call to order
- (2) Approval of the minutes of the previous meeting
- (3) Special business; for example, matters postponed to this meeting
- (4) Resolutions reported out of Committees, with reports if any
- (5) Resolutions
- (6) General business; for example, announcements, nominations, elections, appointments, and Committee reports unaccompanied by Resolutions
- (7) Brief Statements
- (8) Adjournment

(b) The minutes of the previous meeting shall not be read aloud prior to their approval if written copies have been previously circulated to members of the Senate, unless the Senate shall by majority vote, without debate, order them to be read.

(c) The Executive Committee shall include in the Agenda for any meeting any matters requested by the President or by 20 percent of the members of the Senate. Arrangement of the Senate's business upon the Agenda within the above categories shall be the duty of the Executive Committee. Matters on the Agenda may be taken up out of order by a majority vote.

(d) The Agenda for a regular meeting shall be available to members in writing on the Senate's website, and a link to that Agenda shall be sent to all members on or before the seventh day before the meeting day.⁵

(e) The Agenda for a regular meeting shall be accompanied by copies of reported Resolutions scheduled for debate, including those that originate in Committees and have not theretofore been introduced, and copies of Committee Reports submitted with Resolutions. If, at any regular meeting, any items of business is deemed sufficiently urgent by a majority of the faculty members of the Senate, or by two-thirds of the faculty members present and voting, whichever is the greater, action may be taken with regard thereto by the Senate at such meeting without its previous inclusion in the Agenda.

(f) The Agenda for a special meeting shall be prepared by the Executive Committee and may be incorporated in the call for the meeting. The minutes of a special meeting shall be approved at the next regular meeting. No Resolution, nor any items of business, not on the Agenda for the special meeting shall be considered by the Senate.

(g) The Senate should normally convene at 2pm and adjourn at 4:30pm. A motion to adjourn, if offered, shall require a majority vote as usual. It is the sense of the Senate that members should have a reasonable advance expectation of the latest time that a Senate meeting will adjourn so that members can plan other activities. Members should keep the time of the day in mind in framing their remarks.⁶

SECTION 3. RESOLUTIONS

(a) A "Resolution" shall consist of a statement that, if adopted by the Senate, will announce the policy of the Senate with regard to some matter within its competence.

(b) A Resolution shall consist of these parts: the Title, the Preamble (if any), the Resolving Clause, and the Text. The Title shall briefly describe the content and purpose of the Resolution, which should be confined to a single topic; the Title shall commence, "A Resolution to (or for)..." The Preamble, if any, shall describe the background of the Resolution. Following the Preamble, if any, and immediately preceding the Text shall appear this Resolving Clause: "Be It Resolved by the Faculty Senate of The George Washington

⁵ Amended by Faculty Senate Resolution 20/11.

⁶ Amended by Faculty Senate Resolution 20/11.

University.” The Text may set forth more than one policy, each policy begin stated in a separate numbered section.

(c) In order to “introduce” a Resolution, a member shall read its Title and move its adoption, another member shall second the motion, and the first member shall present one copy to the presiding officer and one copy to the Secretary. The presiding officer shall then read the Resolution aloud and refer it to the Chair~~man~~ of the Executive Committee for assignment to an appropriate Committee. Resolutions shall be numbered by the Secretary consecutively in the order of their introduction or reported as original Resolutions from Committees; for example, “Resolution No. 66-5”; and Resolutions may be referred to by number in the Minutes, in Reports, and in debate.

(d) The presiding officer shall declare a Resolution “adopted” by the Senate upon passage of its Resolving Clause and Text by a majority vote.

SECTION 4. COMMITTEE ACTION ON RESOLUTIONS

(a) A Resolution introduced at a meeting shall be assigned by the Chairman of the Executive Committee to an appropriate Standing Committee or to the Special Committee created by motion for the purpose. Resolutions may also be originated by Committees without prior introduction in a Senate meeting, and such Resolutions need only be reported by the Committee to become the business of the Senate. A Resolution that is assigned to a Standing Committee and is neither reported during the session nor attached to a Standing Committee’s Annual Report shall be listed by the Executive Committee’s Annual Report as “defeated in Committee,” and the Resolution must be reintroduced or originated in a Committee in order to be taken up in a subsequent session. Resolutions assigned to Special Committees shall survive from session to session without Committee action.

(b) A Resolution shall be “reported” to the Senate for its action when the Committee’s chair~~man~~ presents a copy of the Resolution to the Chair~~man~~ of the Executive Committee for inclusion on the Agenda. A Special Report of the Committee may accompany the Resolution.

SECTION 5. COMMITTEE REPORTS

(a) Committee reports shall be of three kinds: Annual Reports, Final Reports, and Special Reports.

(1) Each Standing Committee and the Executive Committee shall submit an “Annual Report” of activities during the session. Resolutions attached to an Annual Report shall be the business of the Committee in the next session, and with the consent of the Committee’s Chair~~man~~, the Resolutions may be put upon the Agenda of any meeting in the next session.

(2) Each Committee shall submit a “Final Report” to the Senate at the conclusion of its activities and shall, with submission of the Final Report, move to be discharged.

(3) A “Special Report” may be submitted by any Committee at any time, either in support of its reporting a Resolution, or by way of information to the Senate on the Committee’s activities.

(b) A Committee Report must be adopted by a majority of the Committee and shall be submitted over the name of the Chair~~man~~, whether he concurs in the Report or not. The Chair~~man~~ and members of the Committee may submit their separate views for attachment to the Committee Report over their separate names. A Committee Report shall be “submitted” when it is delivered in writing to the Chair~~man~~ of the Executive Committee. Each Committee Report more than three double-spaced typewritten pages in length shall commence with a “Summary” not more than one such page in length for distribution to the Faculty Assembly.

(c) The submitted Committee Report shall be circulated to the members of the Senate and shall be included in the minutes at the next appropriate meeting, but it shall not be read aloud unless requested by a majority vote. No Senate action regarding a Committee Report as such shall be in order, whether to receive, adopt, or accept it. The appropriate manner of securing debate and adoption of a Committee’s proposals shall be to frame them as Resolutions.

SECTION 6. VOTING

(a) Elected members of the Senate shall be the voting members, except as provided below to break a tie vote.

(b) A “majority vote” shall be one vote more than one-half of the elected members present and voting, and “quorum” shall consist of one-half of the elected members; and if “one-half” equals a fraction, the number required for a majority vote or a quorum shall be the next higher whole number.

(c) Voting shall ordinarily be by voice, and/or as appropriate by equivalent electronic means with the presiding officer calling for the Ayes and Nays and declaring the result; except that any member, elected or ex officio, may call for a division of the Senate.

(d) Voting in a division of the Senate shall ordinarily be by show of hands, and/or as appropriate by equivalent electronic means with the presiding officer appointing nonvoting tellers and announcing the Ayes and Nays. In a division of the Senate the presiding officer may, when they~~he~~ announces a tie vote, vote orally to break the tie vote.

(e) Upon the call of six elected members a roll call vote shall be taken. The Secretary shall call the roll alphabetically, recording beside each name “Aye,” “Nay,” “Not Voting,” or “Absent,” and the presiding officer shall vote last and only if they~~he~~ wishes to break a tie vote between the Ayes and the Nays. The presiding officer shall announce all the results of a roll-call vote.

(f) By a majority vote a secret ballot may be taken. The Secretary as teller shall record the Ayes and the Nays and inform the presiding officer, who shall announce them; and if there is a tie vote between the Ayes and the Nays, the presiding officer, if an ex officio member, may vote orally to break the tie.

SECTION 7. DEBATE

- (a) The entry of a Resolution upon the Agenda as reported by a Committee puts that business before the Senate for debate, and no second or other motion is required. A spokesperson for the position of the Committee, ordinarily the Chairman, shall have the privilege of opening and closing debate on the merits.
- (b) Debate and amendments must be germane to the Resolution or other motions, and rulings of the presiding officer upon calls for order of the question of the germaneness shall be appealable by a majority vote.
- (c) Upon request of an elected member, and upon a majority vote if demanded by any member, the privileges of the floor for a germane statement not to exceed ten minutes in length may be extended to any person.

SECTION 7A. STATEMENTS AND DISCUSSIONS

- (a) At the close of all business brought before the Senate at a regular meeting, a member or any other person, within the procedures set out in Section 7(c) may deliver a statement upon any subject within the competence of the Senate, and any other members may join in discussion of the statement. Other statements and discussion may follow. A statement shall not be considered a Resolution, and discussion of a statement shall not be considered debate. The order of appearance of persons delivering statements may be set in advance of the meeting by arrangement with the President and may, but need not, be set forth in the Agenda. The subjects of statements and motions of referral, but not the details of discussion, shall be recorded in the minutes.
- (b) A statement or discussion may be interrupted by the following motion: "I move to refer the subject to the Senate Committee on...(naming an appropriate committee)." Because a function of the motion is to terminate discussion of the subject, the motion shall be undebateable, and it shall be amendable only in respect of the committee designated.

SECTION 8. RULES OF ORDER AND PARLIAMENTARIAN

- (a) Except as specifically provided to the contrary in the Bylaws, the Senate and its committees shall govern themselves according to *Robert's Rules of Order*.
- (b) A Parliamentarian shall be appointed at the first regular meeting of each session by the President with the advice and consent of the Senate. The Parliamentarian shall not be a member of the Senate. The Parliamentarian shall advise on parliamentary procedure for meetings and shall assist in the drafting of Resolutions.
- (c) Rulings announced by the presiding officer shall govern the Senate unless appealed and overruled by a majority vote. It shall be the duty of the Parliamentarian to frame issues of procedure as proposed amendments to the Bylaws.

SECTION 9. AMENDMENTS

Amendments to the Bylaws may be introduced and referred to the Executive Committee, or they may be originated within the Executive Committee at the suggestion of the Parliamentarian, and they shall be treated as nearly as may be as Resolutions. Enactment shall be by a majority vote. Amendments shall not be considered under a suspension of the rules of order.

SECTION 10. STANDING COMMITTEES

There shall be standing committees for the following areas: Appointment, Salary, and Promotion Policies; Athletics and Recreation; Educational Policy and Technology; Fiscal Planning and Budgeting; Honors and Academic Convocations; Libraries; Physical Facilities; Professional Ethics and Academic Freedom; Research; and University and Urban Affairs.⁷

Although members of standing committees are elected for terms not exceeding one year, it is the sense of the Senate that a greater degree of continuity and consistency in the transaction of committee business will be assured if elected members consider it an obligation to stand for re-election to the same committee at least once.

All standing committees shall hold at least one meeting at the beginning of each Senate Session.

⁷ Amended by Faculty Senate Resolutions 04/8, 06/2, and 20/4.



Committee on Athletics & Recreation (AR) Annual Report, 2021-2022

Submitted by: Patrick McHugh, Associate Professor of Management (GWSB) and Srinivas Prasad, Associate Professor of Decision Sciences (GWSB)

2021-2022 Committee Roster

Patrick McHugh, Co-Chair (GWSB)* and Srinivas Prasad, Co-Chair (GWSB)*
Kim Roddis, Faculty Senate Executive Committee Liaison (SEAS)*
Hugh Agnew (ESIA)*
Robert Baker (CCAS)
Kate Carpenter (GWSA)**
Keith Cole (SMHS)
Matthew Hess (SON)
Ashley Darcy-Mahoney (SON)
Dhinu Jayaseelan (SMHS)
Cory Jorgensen (CCAS)
Karen McDonnell (GWSPH)
Beth Tuckwiller (GSEHD)
Tanya Vogel (Athletics)** and Andre Julien (Athletics)**
Peng Wei (SEAS)
Beverly Westerman, ex officio (NCAA Liaison)**

* Senate member

**Non-voting member

Committee Mission States:

The Faculty Senate Committee on Athletics and Recreation has the role of maintaining the faculty's presence in the intercollegiate athletics and recreational programs. The Committee has the following functions:

- 1. to receive information from the Department of Athletics and Recreation about its programs and any issues which may affect GW athletics and recreation;*
- 2. to serve as a forum for discussion and consultation regarding matters related to athletics and recreation;*
- 3. via the NCAA representative, to be apprised of NCAA rules and their interpretation, as they may affect this institution; and*
- 4. to recommend to the Faculty Senate changes in existing policies pertaining to athletics and recreation, and to develop new policies as appropriate, for consideration by the Faculty Senate.*

The Faculty Senate Executive Committee also identified the following tasks for AR:

- (1) Advise the Athletics department on the impact of reductions in varsity sports...

- (2) Engage with the Athletics department on issues around name, image, and likeness.
- (3) Advise the Athletics department on the status of campus recreation around reopening (including issues involving student participation and health/safety).
- (4) Advise the Athletics department on its broader goals.

Committee Actions

Members met (via WebEx) on October 1, 2021 and March 25, 2022.

Tanya Vogel, Director of Athletics provided several updates.

Reduction in Varsity Sports Update

Several forces brought together the decision to reduce the number of varsity sports from 27 to 20 in July of 2020, and the university considered multiple factors, as explained in the announcement and FAQs at the time. Some of those factors included: strong momentum to reduce the undergraduate footprint via the 20/30 plan; GW had the largest offering of varsity sports among their Atlantic 10 conference counterparts, so there was a desire to right-size the athletics offering; budgetary considerations and the most effective allocation of limited resources.

The following sports were eliminated: men's tennis, women's water polo, men's and women's squash, sailing, men's rowing, and men's indoor track – directly impacting about 120 students.

For students on scholarships, the university committed to funding scholarships through graduation. "Team Forward" – was established by the Athletics Department to provide a forum to discuss how best to support students impacted by the reduction. The impacted students were given access to the Smith Center and academic support through the Carbonell Center, as well as, continued participation in the leadership excellence program (LEAAP). Access to sports medicine, as well as given training plans on strength and conditioning. Access to the Adidas discount, student-athlete sash, and the creation of a "Legacy Project" to identify ways to memorialize and recognize the history of these sports at GW.

Name/Image/Likeness Update

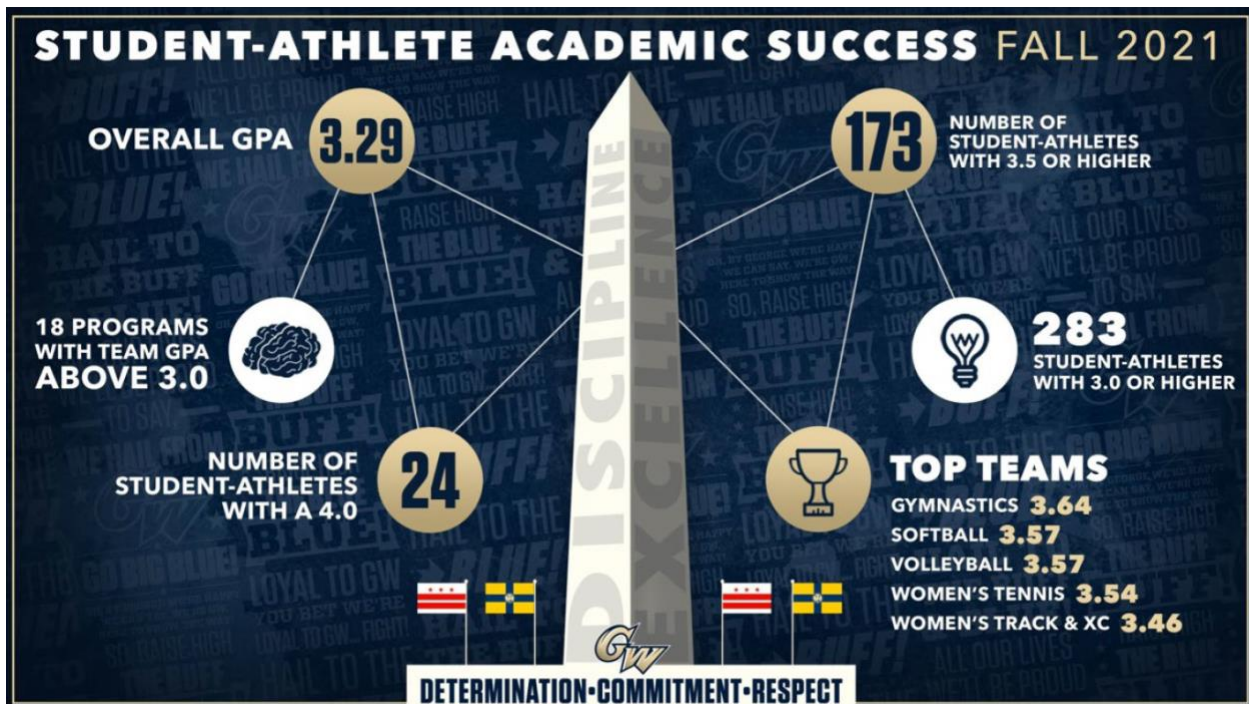
Student athletes can earn compensation for their name, image, and likeness. However, student athletes cannot be paid to play (e.g., for being a member of a team, or for performance on the field of play). Also, it can't be used as an enrollment strategy to get a student to come to campus or a retention strategy to get a student to stay. For example, a local business cannot offer a student athlete money to commit to coming or staying at GW. A concern of the Athletics Department is that there a number of "bad" actors who may take advantage of student athletes. Currently, about 10-15% of GW student athletes are more deeply involved in these opportunities. The current GW policy is that student athletes need to submit their plan seven days prior to signing an agreement so that our compliance office can review and make sure that it does not violate the pay-for-play limitation. Otherwise, the Athletic Department can only advise students against activities that may not be in the best interest of the student – but shying away from approving or denying proposals.

There is a tremendous amount of uncertainty surrounding the issue. The Athletic Department has taken the following steps: 1) created a partnership with "INFLCR" (a web based platform where students can learn to build their brand on social media, educational material on tax laws and contracts); 2) created partnership with "GamePlan" (an educational platform on managing career issues); 3) the Atlantic 10 conference partnered

with “Team Altemus” (educating student athletes regarding contractual arrangements and financial literacy); 4) working with Adidas who is launching a program in Spring 2023 to bring NIL opportunities to student-athletes; and 5) reaching out to alumni who could provide pro bono legal support to our student athletes.

Success in Academics

As the chart below shows, overall, student-athletes had an impressive academic performance in the Fall 2021 semester (overall GPA = 3.29). Almost 45% of the approximately 400 student-athletes had a GPA of 3.5 or higher. Twenty-four student-athletes had a 4.0 GPA. In terms of degree programs and majors, for the most part, student-athlete enrollment at the undergraduate level mirrors the general GW student enrollment. The exceptions being a slightly higher student-athlete enrollment in the Milken School, and slightly lower enrollment in the Elliot School. In addition, the Athletic Department hosts an annual alumni networking event to help integrate academic and professional development.



Success in Sports Competition

With the 50th anniversary of the passage of Title IX, it is important to note the recent successes of several of the women’s programs.

- Women’s cross-country won the Atlantic10 Championship (first time)
- Women’s swimming and diving won the Atlantic10 Championship
- Men’s swimming and diving won the Atlantic10 Championship
- Women’s gymnastics won the East Atlantic Gymnastics League Championship

Other Areas of Focus in Athletics

- Student-athlete mental health (stress, anxiety, depression) is a major focus for the Athletics Department. This has been a target for fundraising activities. This financial funding would be used to support programs to assist student-athletes dealing with mental health concerns.
- Coaching the coaches: The role and practice of coaching has changed significantly in the last 20 years. How can coaches be more effective teachers with student-athletes? The athletics department is in the process of identifying best practices for coaches. At the same time, expectations regarding team success is high, so identifying the right people to lead is an on-going challenge.
- Diversity, Equity and Inclusion: The Athletics Department has partnered with “Return on Inclusion” which is a sport-specific diversity and inclusion education platform dedicated to developing inclusive leaders and fostering a culture of belonging across social and cultural differences. All of the Athletic Department staff are being given access to this resource.
- Strategic planning: The Athletics Department is beginning the process of strategic planning. The Athletic Department would welcome the participation of faculty in this process. However, there is no clear path for faculty participation – for example, would faculty volunteer? Would the administration seek faculty volunteers? Would the Athletics Department seek faculty volunteers? Would the faculty identify participants?
- Presidential Search: The Athletic Department is an important constituency within GW. While there is not currently a formal role in terms of the search process, the Athletics Department could be an important consideration as potential candidates see various areas of strength and breadth of GW.

Andre Julien, Senior Associate Athletic Director, Recreation, Wellness and Club Sports provided an update to campus recreation activities.

Lerner Wellness Center Utilization

Faculty and staff memberships have significantly dropped as a result of the pandemic. Currently less than 100 faculty/staff members – whereas pre-pandemic the number was closer to 400. The department is considering ways to recover faculty and staff participation over the next academic year. Some type of incentive program and marketing will need to be done to increase faculty/staff interest and awareness. Student utilization for 2021 is still down from pre-pandemic levels. A major factor is the reduction in operating hours compared to the pre-pandemic hours of operation. This has been due to both budget limitations and staffing challenges. Finding venues for sports is an ongoing challenge. A relationship with the Saint James, which is an athletic complex in Virginia, has been established where some of the club sports teams utilize their facilities.

Lerner Wellness Center Shutdown/Restoration

The Lerner Wellness Center is 21 years old. Major restorations are needed (for example complete HVAC system replacement). Lerner will be closed around May 15, 2022 with a target reopening in early October 2022. However, this timetable may be optimistic given supply chain problems and labor shortages. Consideration is being given to repurpose and renovate some areas of the facility during the shutdown (for example, repurposing racquetball courts for high intensity training or repurposing some the squash courts for cycling studios).

During the time students do not have access to Lerner, other spaces on campus may be used to house some elements of campus recreation opportunities (e.g., space in District House, and Mitchell Hall). There has also been outreach by the department to local fitness facilities and studios to possibly offer temporary membership options for students in the fall 2022 semester.

The committee discussed the need to communicate to students well in advance of the Lerner closure prior to students returning to campus for the fall 2022 semester. In addition, clearly communicating the alternative options for fitness and recreation that will be available to them.

In terms of the summer 2020 semester, there are no current plans to provide access to faculty/staff to the locker and shower facilities in the Smith Center.

Bev Westerman, Faculty Athletics Representative provide information regarding the role of the Faculty Athletics Representative

- All NCAA institutions have faculty athletics representatives. Bev was appointed to the role by President LeBlanc in the spring semester 2019. It is a three-year term that expires in June 2022, with the possibility of an extension. Broadly speaking, the role involves: championing academic integrity, promoting the welfare of student-athletes, help insure institutional control. Specifically, Bev chairs the Atlantic 10 committee of faculty athletics representatives. In addition, serving on the Atlantic 10 Committee on Racial Equity, Diversity, and Inclusion. At GW Bev communicates with faculty and staff regarding student-athlete activities, oversees elements of NCAA compliance and eligibility, as well as compliance with university standards. A significant amount of time is spent interacting with leadership in the Athletics Department. At times, the role involves being a liaison between faculty and student-athletes.

- There is a lack of clarity regarding how the process for selection of the next Faculty Athletics Representative will be conducted. In the previous selection process, a small working group, led by Professor Chris Deering called for nominations among the faculty. The working group then submitted a list of potential nominees to the University President for consideration.

Respectfully submitted,

Patrick McHugh
Srinivas Prasad
Co-Chairs



Faculty Senate

FSLC Report AY2021-2022 Presented by Holly Dugan

Members of the committee:

Natalia Dolgova	CCAS	Voting
Asefeh Faraz	SON	Voting
Harald Griesshammer	CCAS	Voting
Gaetano Lotrecchiano	SMHS	Voting
Maureen McGuire-Kuletz	GSEHD	Voting
David Scalzitti	SMHS	voting
Ronda Schwindt	SON	voting
Andrew Smith	CCAS	Voting
Puja Telikicherla	CPS	Voting
Marinella Temprosa,	GWSPH	Voting
Kathleen Thoma	SMHS	Voting
Victor Valdivia	CCAS	Voting
Nicholas Vonortas	ESIA	Voting
John Warren	CPS	Voting
Geneva Henry	Libraries	Nonvoting
Anne Linton	Himmelfarb	Nonvoting
Scott Pagel	Law Library	Nonvoting
Ken Rodriguez	LAW	Nonvoting
Abigail Francis	Student	

The library committee met six times in AY 2021-2022 and had two sets of charges, the first assigned during the summer months and the next four assigned during the academic year and worked closely with Deans Henry, Pagel and Linton as well as members of the Council of Librarians to discuss challenges and issues connected with the reopening of Gelman, Eckles, Himmelfarb and Burns Libraries during the AY 2022-2023.

Our two charges during the summer were:

- “(1) scheduling at least one regular monthly meeting for each month of June, July, and August, 2021. An individual meeting may be canceled no earlier than ten (10) days prior to the monthly meeting; and
- (2) advising the administration on fall reopening decisions involving education and research, which are areas of faculty specialty. This includes decisions about the manner of on-campus or hybrid instruction/research

(or about remaining online) as well as the establishment of any procedures and rules for in-person and online teaching/research, with mutual effort to achieve consensus.”

These included a number of issues connected to budget mitigation during AY2020-2021. Early budget projections, for instance, did not provide Eckles to reopen at all or for Gelman and Himmelfarb libraries to be open 24/7 (as it has been in years prior to AY 2020-2021). This outcome, thankfully, was avoided; Eckles has reopened and Gelman and Himmelfarb libraries are now open 24/7.

GWU libraries were among the first buildings on campus to reopen; the staff and librarians are to be recognized for their service during the period of online learning and during the transition to in-person learning. LAI was integral to the success of GWU’s online learning and student and faculty research during AY 2020-2021. The return to campus this summer, however, emphasized a number of on-going issues connected to facilities, staffing, and the collections.

Facilities: Our libraries are among the most utilized buildings on campus, which has exacerbated on-going issues connected to the facilities. Gelman Library’s building envelope and HVAC systems need **immediate** repair, as several instances of flooding during the Fall semester have put collections at risk. The committee recommends that discussion and planning of renovations to Gelman Library’s facade be shifted towards repairing the building envelope immediately.

Staffing: The shift to shared services impacted LAI in two key ways. First, facilities staff were moved into shared services and reduced. The result is that librarians and library staff often performed labor connected to facilities maintenance as well as additional labor connected to the facilities issues outlined above (such as emptying the dehumidifiers in the loading dock during flooding in the summer and fall). This, in addition to the substantial work involved in reopening the libraries in the summer, has impacted staff morale. Event planning staff were also moved into shared services and reduced, resulting in either librarians and library staff members performing additional labor previously done by events planning staff (such as organizing rooms in Burns Law Library to facilitate the proctoring of the bar exam) or in services being cancelled or moved online (such as the early career teaching workshops at Gelman Library).

Reports from this committee in [2018](#), [2019](#), and [2020](#) call attention to how the underfunding of the LAI system has impacted our collections. This committee’s reports [from last year](#) emphasize the need to hire more librarians to support online learning. The dramatic reduction of staffing during the 2016 budget crisis has made it all but impossible to navigate the current budget crisis without the collection being impacted. Librarians are vital to the research and teaching missions of the university and we cannot proceed without addressing the substantial backfilled positions. As documented in reports from the committee in 2019, research collections were directly impacted by budgetary decisions prior to the pandemic and budget mitigation of AY 2020-2021; these were compounded by budget shortfalls created by the change in student fees in 2019 and they’ve only grown during the budget mitigation of last year. The budget for LAI needs to be increased if GWU is to continue to pursue research excellence as one of its pillars.

The shift to shared services and the reduction of staff (due to budget mitigation last year) has negatively impacted LAI. Librarian morale is low; the skill and experience of our librarians is high. The result is that a number of our librarians are being recruited by our competitors. Retention is now a top priority, especially

given that our hiring process is slow. LAI has been able to fill a number of key positions but this process is timely.

The committee met three times during AY 2021-2022 (in October, December, and February). In October, the committee received its charges for AY 2021-2022:

- (1) Clarify the work scope covered by LAI and that covered by GW IT, monitoring the Academic Technologies and Classroom Technologies transition;
- (2) Monitor the libraries' online presence;
- (3) Address any deficiencies of the physical library spaces (including HVAC);
- (4) Assess staff and librarian positions and the impact of a limited budget on these, weighing this against adjustments in library collections.

After discussion and asking clarifying questions, the committee prioritized its work to focus on charges 1 and 3. In the spring semester, it pivoted to work with other committees on examining the decision-making processes that led to [data collection effort at GWU](#) and to discuss possibilities for working with the Research committee to explore more support for open-access publishing.

Our work in the fall focused on the assigned four charges:

Charge (1): Clarify the work scope covered by LAI and that covered by GW IT, monitoring the Academic Technologies and Classroom Technologies transition.

As discussed above, the shift to shared services directly impacted LAI and has caused a number of nested issues. The first has to do with the continued importance of Blackboard and zoom during in-person learning. LAI has provided excellent support for online pedagogy, training faculty and students on how to optimize learning management systems. The committee continues to advocate for faculty education on how to effectively store these lectures. However, the scope of GW IT

Charge (3): Address any deficiencies of the physical library spaces (including HVAC)

The committee emphasizes that the physical library spaces (including Gelman Library's building envelope and HVAC system) need **immediate repair**. The minutes from June-December (attached) outline numerous flooding and HVAC issues and the need for additional facilities staff to help grapple with these issues. We strongly advocate that discussion and planning of the building's facade be delayed and all budget allotments for renovation be prioritized for immediate repair. These are not new issues and were documented in 2019 end of year report of the committee. The committee does not have the authority to address the deficiencies other than to advocate for repair, which it does so strongly.

Charge (2): Monitor the libraries' online presence.

LAI maintains an engaging and effective online presence on a number of social media platforms. LAI also unrolled a thoughtful redesign of the landing page that encourages user-feedback, improving metadata and creating opportunities for diversity and inclusion through community engagement. The committee was thus a bit confused by this charge. Upon clarification with members of the EC, the committee learned that this

charge asks us to monitor how LAI is integrated into GWU's online learning. Discussion of Blackboard storage issues continues in the committee, given its expense and the need for more faculty education on this issue. Discussion of educational policies about the recording of lectures is outside of the scope of the committee, but the committee plans to work with educational policy on these debates. We emphasize that LAI is integrated into almost all courses offered in the medical school; lectures are recorded by default and LAI librarians are embedded in course development and delivery. This labor is *highly skilled and timely,* so it requires budgetary support. This topic also connects to charge (4) ("assess librarian positions and the impact of the budget on these positions, weighed against collections"), discussed below. Likewise, the law school has faculty and librarian experts about many of the issues of intellectual property and copyright raised by online learning and recorded lectures.

Charge (4): Assess staff and librarian positions and the impact of a limited budget on these, weighing this against adjustments in library collections.

Retention is of utmost priority. The minutes from July and August meetings document that staffing shortages [directly impact library hours](#). Hiring takes time and there is tremendous competition from other Universities who are offering work-from-home options. A number of our librarians have competitive offers from other universities. The overwork resulting from the shifts to shared services (outlined above) has caused low morale. These conditions exacerbate longstanding, systemic issues in GWU's approach to Libraries and Academic Innovation. In 2016 the University budget prioritized collections, which resulted in a 30% reduction in librarians and staff. Most of these positions remain backfilled and have not been replaced. New hires last year have allowed the University to deliver quality online learning and to facilitate faculty research and hiring continues this year (including librarian for the College of Professional Studies, a digital services manager, however staffing remains a top priority especially as the university transitions to in-person teaching and learning. The LAI budget cannot be reduced further without a dramatic impact on either the quality of teaching or the quality of research, both of which are pillars of our university's mission. We thus emphasize that the choice between staff or collections is a false one; we advocate strongly for hiring and retaining our excellent librarians and staff.

As the committee looks ahead to AY 2022-2023, our aim is to focus on working with the FS Research committee and the Council of Librarians to explore how to build more support for open-access publishing at GWU. The committee will also continue its work to advocate an expanded budget for GWU's LAI system so that it can continue to support the University's academic mission in a sustainable way.



Committee on Professional Ethics and Academic Freedom 2021-2022 Annual Report

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

Charges

In conjunction with a subcommittee of the Appointment, Salary, and Promotion Policies Committee, PEAFF drafted a proposed resolution (Resolution 22/7), which would make permanent a series of ad hoc policies relating to faculty selection and participation on the Faculty Consultative Committee for Presidential searches. ASPP drafted a competing resolution (Resolution 22/6). Both were tabled at the March 4, 2022, Faculty Senate meeting.

In collaboration with the Education Policy and Technology Committee, a joint subcommittee was established to address whether GW can mandate that faculty record their class interactions and post them online. Due to other issues before both committees, however, the subcommittee did not meet. The EPT and PEAFF chairs met several times to clarify potential issues and participated in a meeting of the Joint Committee of Faculty and Students to hear student perspectives on the benefits of having access to class recordings, while also sharing faculty concerns about the issues. PEAFF held two open meetings with its members to understand what their concerns and questions about classroom recordings were. Based on these interactions, recommended items for future work on this topic include:

- Review policies from all GW schools and colleges, including what they record (e.g., just lecture and slides, that plus student interactions, something else?)
- Meet with the Academic Technologies team to understand what they can and can't do with class recordings (e.g., allow faculty to delete or edit Echo 360/lecture capture/Blackboard Collaborate/Zoom, as well as what is the range of technologies in each classroom and what they can and can't do
- What are the privacy/security agreements among GW and the technologies/systems providers we use?
- Meet with DSS to understand what students are requesting as accommodations
- Review pre-pandemic accommodations for class absences due to illness. Should they be re-instituted?
- Research what other universities are doing
- Determine whether the University should have one single policy, or whether having each school or college establish its own policy (as is currently the case) is more appropriate.

PEAF proposed significant changes to the Faculty Organization Plan, many of which clarify policies relating to virtual meetings. That proposal is set forth in Resolution 23/1, which will be considered by the Faculty Senate in May, 2022.

A subcommittee of PEAFF reviewed the Faculty Code for possible amendment. In particular, the subcommittee worked with a subcommittee appointed by the Appointment, Salary, and Promotion Policies Committee to examine the current rules in the Faculty Code governing the composition of tenured, tenure-track, contract and specialized faculty. We jointly concluded that no proposals for amendment were warranted at this time. The subcommittee did note, with concern, that the 75/25 proportion of regular to non-regular faculty is not followed precisely across all GW schools and colleges; how schools apply this requirement of the code should be monitored and further action taken as needed in the future.

One Day a Week Policy

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

Student Discrimination Report Procedures

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

Title IX Policy

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

Defending Academic Freedom to Teach About Race and Gender Justice and Critical Race Theory

PEAF drafted and proposed a Resolution entitled “A Resolution on Defending Academic Freedom to Teach About Race, LGBTQIA+, and Gender Issues.” Resolution Number 22/11 passed the Faculty Senate on April 8, 2022.

Faculty Governance

PEAF met on an emergency basis to consider and ultimately endorse what was denominated Resolution 22/13: On Principles of Shared Governance and Recommended Mechanisms for Strengthening Shared Governance at GW.

Respectfully submitted,
Natalie Houghtby-Haddon
Jeffrey Gutman
Co-Chairs



Faculty Senate

Committee on Research 2021- 2022 Annual Report

Members of the committee, Faculty Senate year 2021/22: McDonnell (Co-Chair), Sarkar (Co-Chair), Kurtzman (Executive Committee liaison), faculty (voting): Applebaum, Baird, Barzani, Bosque-Pardos, Cohen-Cole, Darcy Mahoney, El-Ghazawi, Engel, Kay, Kumar, Kusner, Lagadec, Lill, Medlej, Pintz, Subiaul, Vonortas, Warren, Wei, Westwater, Young, ; postdoc: Cox (voting); ex officio (non-voting): ADRs Downie (CCAS), Freund (GSEHD), Zhang (SEAS), Cornwell (ESIA), Mallinson (SMHS), Hall (SMHS), Miller (SMHS), Griffith (SON), Hyder (SPH), Colby (LAW), Tang (GWSB), Sommers (Library), AVP Research Lohr, VP Research Norris, Provost Bracey.

Meetings: The Faculty Senate Research Committee held monthly meetings via Zoom (September – May). Additional meetings were held over the summer (6/4, 7/2, 8/6). The committee has met 11 times.

GW Vice Provost of Research. Dr. Pam Norris after assuming the charge of the VP Research on November 1, 2021, has been regularly attending FSRC monthly meetings. She has been informed about the ecosystem reviews and charges accorded to the committee by FSEC. During April 29 FSRC meeting she reiterated her commitment for improving POD functioning and shared a preliminary vision of her desire to streamline its leaderships with a new leadership council of the PODs.

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

ADR presentations. The committee sought presentations from ADRs of all school. During the April 1st and 29th FSRC meetings, ADRs Yang (SB), Griffith (SON), Miller & Mallinson (SMHS), Hyder (SPH), Downie (CCAS), Freund (GSHED), Zhang (SEAS), Cornwell (ESIA: written) reported on the research infrastructure of their respective schools. The presentations highlighted strengths and weaknesses, overall productivity, cross-disciplinary activities, and future plans.

Presentation from the Office of Innovation and Entrepreneurship: Mr. Jim Chung from the Office of Innovation and Entrepreneurship made a presentation about their activities to FSRC on January 28th meeting. He also spoke about the GW’s initial effort at Amazon HQ2 engagement.

Resolution on freedom to expend internal research awards (22/10): FSRC discussed the budgetary issues due to the restrictions on internal grants faced by faculty members, especially in disciplines that are usually not funded by external agencies. It resulted in the above resolution requesting accommodations that can allow faculty to plan and budget for multi-year activities.

Board of Trustees Research Representation: FSRC remains committed to advocating for research representation within the structure of the BOT and with the forthcoming presidential search.

May 2, 2022



Faculty Senate

Committee on University Urban Affairs (UUA) 2021-2022 Annual Report

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

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

Current UUA Members include:

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

*Faculty Senators

Committee Mission states:

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

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

The FSEC also identified the following goals for UUA:

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

Committee Actions (Fall Semester 2021):

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

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

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

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

- **Project 1 – Create an inventory** of community engagement events at GW that is sustainable and acts as a catalyst for further partnership related to community engagement by GW faculty, students and staff. It was decided that the best way to move this forward was through givepulse, and Nashman Center
- **Project 2 – Community Engagement plan with the new hospital.** Committee members will develop and implement (with identified key partners) a proposed plan of community engagement related to the new hospital. A select sub-group of members will meet more regularly to help move this forward. This committee will also engage more broadly with the University, including committee's with similar goals in the health sciences etc.

Committee Actions (Spring Semester 2022):

Due to the ongoing pandemic, all meetings of the UUA committee have been done virtually via Zoom. Members met on January 13, February 11, March 10, and April 8

Project 1 – Create an inventory. In the January meeting, Amy Cohen and Wendy Wagner (both from Nashman center) provided a detailed presentation on how to use GivePulse and committed to a series of meeting with specific constituencies to navigate more faculty to using the system and encourage faculty engagement. They received back from the committee members on how to make it more user friendly for faculty, as well as ideas on how to ensure that community engagement is considered broadly (e.g. advocacy). The Nashman team is committed to making improvements to the system, and to continue to advocate for support from the GWU administration. During Spring 2022, as part of their work with the UUA committee Amy and Wendy presented or discussed the GW Serves GivePulse platform to capture community-engaged work at GW with the following GW groups:

Emergency Medicine - faculty meeting

School of Business - faculty meeting

School of Medicine and Health Sciences - Senior Associate Dean Lawrence "Bopper" Deyton

Milken Institute School of Public Health - community and global health program, group coordinated by Olga Price

Center for Excellence in Public Leadership - multiple meetings

Physician Assistant program - Angelique Redmond

Graduate School of Education and Human Development - Katrina Lacey

Milken Institute School of Public Health, Department of Global Health

This will continue in 2022-2023.

Project 2 – Community Engagement plan with the new hospital (now named Cedar Hill Regional Medical Center, GW Health in Ward 8 at the St. Elizabeth's East Campus, groundbreaking took place in February 2022). A sub-committee was formed (chaired by Sonal Batra) to ensure that enough time could be spent discussing this and a plan could be formed. Discussions evolved around how to ensure Cedar Hill and surrounding becomes a health hub with the community. The redevelopment at St Elizabeth's will become a center for community in the surrounding area, not just the hospital. The UUA committee was linked into the Ward 8 health council which has public monthly meetings at Bridgewood hospital. The sub-committee met on February 16. and discussed possible ways the university could support the hospital meeting local community needs. Since the sub-committee did not have much insight into current plans, key decision makers, and current community needs assessments, the group decided the initial focus would be on data gathering to get a better picture of what was going on. We reached out to several people at the university to this end, and are still in the process of meeting with them. This included inviting Dr Bill Deitz (Redstone Center) and Dr. Gigi El-Bayoumi (Rodham Institute) to future UUA meetings. Dr. Deitz attended the March meeting, and the hope is that Dr. El-Bayoumi will be able to attend a future meeting.

It will be important for UUA to remain connected to the Nashman Center, Redstone Center, and Rodham Institute as it continues its work. I believe there should always be at least one member of the UUA committee associated with each of these centers/institutes

Other Business:

Jim Chung (Associate Vice President for Research, Innovation and Entrepreneurship) came to the FSRC (UUA also invited) on January 28 to talk about the research and innovation corridor. In addition, Professor Sarah Baird, alongside the chairs of the FSRC committee, met with Joe Matope (Director of Corporate Relations) on February 22 for an update on GW's relationship with amazon. UUA should continue to maintain links with these groups.

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

Reviewed by UUA committee members.



Faculty Senate

FACULTY SENATE CALENDAR¹ **2022-2023 Academic Year**

FACULTY SENATE MEETINGS²

2:00-4:30pm ~ 1957 E Street/State Room (7th floor) OR via WebEx

May 6, 2022
September 9, 2022
October 14, 2022
November 11, 2022
December 9, 2022
January 13, 2023
February 3, 2023
March 10, 2023
April 14, 2023
May 12, 2023³

EXECUTIVE COMMITTEE MEETINGS⁴

12noon-2:00pm ~ Executive Committee Members Only

August 26, 2022
September 30, 2022
October 28, 2022
November 18, 2022
December 16, 2022
January 27, 2023
February 24, 2023
March 31, 2023
April 28, 2023⁵

FACULTY ASSEMBLY

Monday, October 24, 2022
4:00-5:30pm

¹ To permit compliance with the rules requiring seven days' notice of Senate meetings, the Executive Committee typically prepares the agenda two weeks in advance of regular Senate meetings.

² The Senate may hold Special Meetings as convened under the *Faculty Organization Plan*, and the Faculty Senate Executive Committee may change the date of a Regular Meeting in unusual circumstances or may cancel a Regular Meeting for which there is not sufficient business.

³ First meeting of the 2023-2024 Academic Year session

⁴ The Executive Committee may hold Special Meetings as convened by the Chair.

⁵ Joint meeting of the old and new Executive Committees

**Administrative Committee Appointments
2022-2023**

Appeals Board

Baker, Robert	CCAS	term ends summer 2023
Sullivan, David	SMHS	term ends summer 2023
Ganjoo, Rohini	CCAS	term ends summer 2024
Kasle, Jill	GWSPH	term ends summer 2024

University Hearing Board

El-Banna, Majeda	SON	term ends summer 2023
Sexton, James	CCAS	term ends summer 2023
Cobb Kung, Bethany	CCAS	term ends summer 2023
Speck, Erin	CCAS	term ends summer 2023
Gray, Elizabeth	GWSPH	term ends summer 2023
Kleppinger, Kathryn	CCAS	term ends summer 2023

Student Grievance Review Committee

Cassar, Linda	SON	term ends summer 2023
Core, Cynthia	CCAS	term ends summer 2023
Darcy-Mahoney, Ashley	SON	term ends summer 2023
Eglitis, Daina	CCAS	term ends summer 2023
El-Banna, Majeda	SON	term ends summer 2023
Kim, Immanuel	CCAS	term ends summer 2023
LeLacheur, Susan	SMHS	term ends summer 2023
Onumah, Chavon	SMHS	term ends summer 2023
Zysmilich, Martin	CCAS	term ends summer 2023
Kelso, Michelle	CCAS	term ends summer 2023
Rice, Elisabeth	GSEHD	term ends summer 2023

Joint Committee of Faculty & Students (faculty members)

Benitez-Curry, Barbara	CCAS	term ends summer 2023
Halliday, David	GWSB	term ends summer 2023
Thoma, Kathleen	SMHS	term ends summer 2023
Tuckwiller, Elizabeth	GSEHD	term ends summer 2023
Pichs, Ariadna*	CCAS	term ends summer 2023
Gray, Elizabeth	GWSPH	term ends summer 2023

*faculty chair

Dispute Resolution Committee

Pintz, Christine	SON	term ends April 2023
Garris, Charles	SEAS	term ends April 2023
Stein, Mary Beth	CCAS	term ends April 2023
Schwindt, Rhonda	SON	term ends April 2023
Seavey, Ormond	CCAS	term ends April 2023
Bukrinsky, Michael	SMHS	term ends April 2024
Core, Cynthia	CCAS	term ends April 2024
Carrillo, Arturo	LAW	term ends April 2024
Clayton, Jennifer	GSEHD	term ends April 2024
Vyas, Amita	GWSPH	term ends April 2024
Pittman, Delishia	GSEHD	term ends April 2025
Bailey, James	GWSB	term ends April 2025
Packer, Randall	CCAS	term ends April 2025
Pelzman, Joseph	ESIA	term ends April 2025
Cseh, Maria	GSEHD	term ends April 2025