



Faculty Senate

MINUTES OF THE REGULAR SENATE MEETING HELD ON MAY 6, 2022 VIA WEBEX

Present: President Wrighton, Provost Bracey; Faculty Senate Executive Committee Chair Tielsch; Parliamentarian Binder; Registrar Amundson; Senate Office Staff Liz Carlson and Jenna Chaojareon; Deans Ayres, Bass, Feuer, Goldman, Henry, Lach, Mehrotra, and Wahlbeck; Interim Deans Feuer and Slaven-Lee; Professors Anenberg, Bamford, Borum, Briggs, Callier, Clarke, Cordes, Eakle, El-Ghazawi, Gore, Griesshammer, Grynawski, Gupta, Gutman, Johnson, Joubin, Kay, Kulp, Marotta-Walters, Mazhari, McHugh, Mylonas, Orti, Pittman, Roddis, Sarkar, Schwindt, von Barghahn, Wagner, Wilson, Wirtz, Yezer, and Zeman.

Absent: Dean Matthew; Professors Agnew, Kieff, Olesen, Schultheiss, Vonortas, and Vyas.

CALL TO ORDER

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

APPROVAL OF THE MINUTES

The [minutes](#) of the April 8, 2022, Faculty Senate meeting were approved by unanimous consent.

ACKNOWLEDGMENT OF SENATE MEMBERS BEGINNING TERMS (Mark Wrighton, President)

President Wrighton recognized the following Senate members, whose terms are beginning with this meeting:

- Columbian College of Arts & Sciences (CCAS): Heather Bamford, Guillermo Orti, and Barbara von Barghahn
- GW School of Business (GWSB): Angela Gore
- Graduate School of Education & Human Development (GSEHD): Jonathan Eakle and Delishia Pittman
- Law School (LAW): Anne Olesen
- Milken Institute School of Public Health (GWSPH): Susan Anenberg
- School of Engineering & Applied Science (SEAS): Matthew Kay
- School of Medicine & Health Sciences (SMHS): Ramesh Mazhari
- School of Nursing (SON): Rhonda Schwindt

The President thanked these Senate members for their service and dedication to the university and its faculty.

PRESIDENT’S REPORT (Mark Wrighton, President)

The President noted that GW’s Commencement celebrations begin next week and that he is looking forward to attending many school celebrations, recognition ceremonies, and, of course, Commencement on the National Mall on May 15. A special recognition will be held on Tuesday for graduating Division I athletes who will be in competition over Commencement weekend. Monumental alumni Dana Bash and Chuck Todd, both members of the School of Media & Public Affairs (SMPA) National Council, will receive honorary degrees during the Mall ceremony.

President Wrighton reported that he has attended numerous recent events and meetings, with both university and external groups. These include the Greater Washington Urban League Equity Summit, the SMPA National Council meeting, the Advisory Neighborhood Commission (ANC) 2A meeting, the Leadership Advisory Council, the new GW Student Association leaders, and the University Professors Annual Luncheon. He also appreciated attending the installation ceremony for GWSB Professor Dr. Joel A. Gehman as the Thaddeus A. Lindner and Sergius Gambal Professor in Business Ethics

He closed his report by noting that searches are underway for the Vice President and General Counsel and the Vice President for Communications and Marketing and that the Provost would comment on other current searches in his report.

REPORT: The GW Academic Health Care Enterprise (Dean Barbara Bass)

Reviewing the [attached](#) slides, Dean Bass gave an overview of academic medicine—both what it is broadly as well as her vision of it at GW (including an overview of GW’s programs and students as well as a review of the relationship between the relationship between GW’s academic medical enterprise and the university as a whole). She noted that there is natural confusion around the definition of academic medicine, given that this definition has changed over the years. At its core, she stated, academic medicine is health care delivered to patients in a setting that includes the missions of education, research, and community health. She noted that GW’s structure differs from that of many universities, as the essential clinical faculty who train students and conduct research are housed in a separate organization—the Medical Faculty Associates (MFA). She added that approximately 15% of medicine in the United States is delivered in academic medical institutions. At the heart of the vision she outlined, she expressed her desire for the District to be, for the first time, home to a destination-worthy academic clinical enterprise and her belief that GW can accomplish this.

She noted that the financial fuel for GW’s aspirations comes primarily from the clinical funds flow, followed by extramural funding, philanthropy, and tuition in much smaller proportion. The clinical funds flow supports the affiliated medical facility, and she reiterated that GW is on the cusp of a new agreement with the hospital that will generate increased funds that will in turn be disseminated to the enterprise’s elements. Concurrently, she added, the MFA is doing the hard foundational work

required to move forward, including technological, financial, and structural reorganizations and an overall staff reduction of approximately 10% this year, about 5% of which is intentional.

Professor Grynaviski thanked Dean Bass for her detailed and helpful presentation. He noted that, from the patient perspective, 10% staff turnover rate at the MFA seems like a low estimate, noting reports of long-time doctors leaving the practice and extremely long waits for specialist appointments as evidence that turnover may in fact be higher than reported. He asked whether MFA staffing will in fact be able to sustain the organization into the future. Secondly, he referenced the MFA deficit and asked whether there is a plan to make the MFA more revenue neutral so the university can use its tuition revenue for priorities other than absorbing this debt.

Dean Bass responded that there is no active funds flow from the university to the MFA. The MFA has secured a line of credit with the university, which is a separate financial piece. She noted that she hoped her response would correct a long-time misunderstanding around this issue. She acknowledged that there are operational concerns around MFA staffing but confirmed the current-year 10% turnover rate, noting that the MFA employed approximately 390 full-time clinical faculty this time last year and employs 367 now. She noted that some departures were enabled and some were independently activated; the ultimate goal is to be sure the MFA has the right faculty on board to succeed.

Professor Griesshammer inquired about the definition of “enabled” vs. “independently activated” departures. He noted that it is clear the university is on the hook for the loans the MFA obtains from the university, so, while this is not a direct funds flow, an opportunity cost does exist in that relationship—namely, GW does not realize some projects because funds are tied up. He asked whether, given the assumption that this won’t happen in future due to the new structure now being finalized, the MFA would repay its debt to the university or whether GW plans to forgive or has also forgiven some loans. Dean Bass responded that there is no thought whatsoever that the MFA would walk away from its encumbrances to the university and that there is no plan for debt forgiveness at the MFA. She added that the university does not support SMHS, and the MFA is failing at present because the modern concept of funds flow in clinical care (funds flow from the hospital) has not been implemented. When this is corrected, she noted, the MFA will be positioned to continue to help the hospital en route to its own excellence. She pointed out that GW is currently the only university-based school of medicine aligned with a for-profit hospital. The MFA’s deficit and this structural deficiency will be addressed by correcting the fundamental structural flaw around clinical funds flow, not through university debt forgiveness.

President Wrighton noted that, during his 24 years as chancellor at Washington University in St. Louis, he oversaw an excellent school of medicine which included a strong research program, the ability to attract excellent medical students, and a great clinical program. The faculty there provided excellent clinical services and contributed significantly to the teaching, clinical, and research missions of the university and the medical school. Clinical funds flow agreements enabled the institution to generate significant surpluses, which led to key advances for both the medical school and the community. He looked ahead to similar opportunities at GW, noting as an example the importance and potential of the GW Cancer Center. He noted that the Board of Trustees made a commitment to expand GW’s efforts in terms of academic medicine. This resulted in Dean Bass’s recruitment, and the President added that he is working hard to make sure this is a successful appointment. This effort, he stated, will take investment; he added that he is also working on philanthropic opportunities to support these endeavors. If the anticipated successes are realized, the resulting

surpluses will allow repayment to the university as well as further investment in clinical practice, research, and education programs that will benefit both the university and the community. He expressed his hope that progress in this area will be evident during his tenure as president.

Professor Wirtz thanked Dean Bass for her very informative presentation; echoing Professor Grynaviski's comment, he confirmed that discussions he and his colleagues have had with a number of MFA faculty would indicate they are not aware of the 10% staffing turnover number. Expressing his interest in pursuing the question of finances, he asked whether a rumor that the MFA's line of credit with the university has been raised significantly (reportedly up to \$100 million) is true, and, if so, how much of this line has been drawn upon to date. Dean Bass responded that the line of credit has not changed. She anticipated that, in short order, the MFA's accounts payable to the university will be reconciled. She acknowledged that doing so will require a reset of the MFA's relationship with the hospital to reflect a normal academic medical center funds flow model. She emphasized that this reset would not do anything radical but would instead bring the MFA's relationship with the hospital to the norm, like all other top academic medical enterprises. She noted that, due to a non-disclosure agreement, she could not yet disclose any details of the renegotiated relationship while it is still being finalized, but she noted her confidence that it represents a normal and appropriate relationship that will give GW's excellent clinical faculty the opportunity to work in a hospital of appropriate scale and quality and will fuel GW's research and education programs appropriately. With regard to faculty numbers, she noted that some faculty have decided to retire, some to go into private practice, and some to leave the profession entirely due to stressors related to COVID or changes in the US health care system. She reiterated that 37 is the delta out of nearly 400 on the MFA faculty and that the MFA has continued to backfill along the way.

Professor Johnson noted that one of most acute health care problems in the metro DC area is access to mental health care, both acute and long-term and with good insurance. He noted that the university could make a lot of money and do a great deal of good by expanding its capacity in this area, noting that the planned eight beds in the new St. Elizabeth hospital will not be sufficient. Dean Bass agreed that there is a crisis at present in this area. She noted that, beyond more beds, the health care system needs a more broadly implemented system of mental health support and care. In an effort to address this, she stated, the MFA must be a facility that will accept patients that have mental health coverage as part of their benefits; this is a known loss leader in the industry but is critical to improving access to care. She added that another key area requiring work and attention is the issue of opioid addiction.

Responding to a question about the difficulty of partnering with a for-profit hospital, Dean Bass noted that legal documents can overcome these issues. At the end of the day, the hospital realizes that the MFA is a valuable asset it badly needs.

REPORT: Medical Faculty Associates Financial Structure (Joe Cordes and Susan Kulp, Co-Chairs, Fiscal Planning & Budgeting Committee)

Following a request from the President that the Senate consider presenting this report in executive session, Professor Gupta moved to reorder the agenda to place this report after the Brief Statements and Questions agenda item. The motion was seconded and was adopted by unanimous consent. The question of an executive session will be taken up when the agenda item is recognized.

RESOLUTION 23/1: On Recommended Changes to the *Faculty Organization Plan* (Jeff Gutman & Natalie Houghtby-Haddon, Co-Chairs, Professional Ethics & Academic Freedom Committee)

Professor Gutman introduced the [attached](#) resolution, noting that the Professional Ethics & Academic Freedom (PEAF) committee, as part of its annual charge, worked to broadly update the *Faculty Organization Plan* (FOP). Expecting that an amendment would come up for discussion that would seek to revert one set of changes pending further study, Professor Gutman limited his introductory remarks to the items that he anticipated would remain following the amendment to be proposed.

He noted that the PEAF subcommittee worked closely with the Senate Office staff on these amendments as they engage constantly with FOP and its requirements; he expressed his thanks to Liz Carlson and Jenna Chaojareon for their help and hard work thinking through several issues. The proposed revisions include:

- provisions for virtual and/or hybrid Faculty Assemblies;
- space for enhanced collaboration in determining whether a meeting should be virtual or hybrid;
- modest changes to the numbers of faculty needed to call regular meetings of the Assembly, to call special meetings of the Assembly, to add agenda items to a regular Assembly agenda, and for the purposes of an Assembly quorum;
- modernization of administrative staff titles to align with current titles; and
- incorporation of gender-neutral language throughout the entire document.

A more challenging issue the committee faced was the definition of who is a member of the Assembly. Professor Gutman noted that it is this issue, in Article 2, Section 1 that he expected would be subject to a forthcoming amendment. He expressed his hope that the remaining issues are uncontroversial and will support efforts to make meetings collaborative and efficient.

The floor was opened for questions on the resolution.

Professor Cordes asked whether the revised FOP changes the language that previously incorporated MFA faculty into the Assembly and whether these faculty would still have Senate and Assembly representation under the new language. Professor Clarke also asked who is excluded from the Assembly based on the language around sole employment by the university, noting that this would seem to exclude some full-time faculty members. Professor Gutman responded that these questions would be addressed by the upcoming amendment from Professor Zeman. This amendment arises, he noted, from FSEC's sense that these important issues around. Defining Assembly membership require further study before revisions are brought forward. If the amendment is adopted, the language in this section will revert to the original FOP, retaining just the updates to the administrative titles.

Professor Clarke also asked about Section 3b, which refers to special meetings of the Assembly. Specifically, as either the President or FSEC Chair may call a special meeting, he wondered what is added by indicating that 10% of the Assembly may also request either party call a meeting. For example, could the President or FSEC Chair decline to call such a meeting when requested? And what is the difference for Section 3a's requiring a meeting be called with the appropriate percentage of faculty requesting it. Professor Gutman noted that no substantive change to the existing FOP was

intended in this section. Professor Houghtby-Haddon added that section 3a refers to a regular Assembly meeting, and 3b refers to a special Assembly meeting (which is limited to the sole topic forming the basis for the meeting call). Professor Clarke responded that, with no intended change, he does not have a concern with this section.

Professor Wirtz asked, with the revision's shift from a fixed number to a percentage of the Assembly determining various procedures, how the denominator for that percentage is to be determined and what the magnitude of the numbers is when talking about these percentages. Professor Gutman responded that different entities at the university have different conceptions of who is or isn't an Assembly member, and the difference between those numbers largely has to do with the faculty status of individuals affiliated with Children's Hospital, Veterans Administration, and (some) MFA. He reported that FSEC's thought is that there is enough uncertainty about this that further examination is warranted before making a final recommendation for an FOP revision on this point. Professor Wirtz asked why the Senate would approve this change when it is not clear what the exact implications of this change are. Professor Zeman stated that he was concerned about the proposed revision having the effect of disenfranchising regular faculty members in the MFA; most of them are already in the Assembly. He noted that keeping the FOP's current language on this point would only minimally change the denominator used to calculate the percentages referenced in the proposed revision. Professor Houghtby-Haddon added that, at the time the committee approved the revised language, they were operating on the assumption that the denominator would be in the 1300-1400 range. Professor Gupta suggested that one solution would be to return to absolute numbers instead of changing to percentages. Professor Gutman responded that there is already a lack of clarity on the denominator in the existing FOP—with no clear answer to this question, the status quo does not provide any certainty on this point that is then lost in the proposed new language.

Professor Wilson requested clarification on Section 3b; namely, whether the intent is to have two or three parties who are enabled to call a meeting. Professor Gutman responded that his understanding of the current document is that two parties may call a meeting (the President or the FSEC chair) and that the proposed new language is not intended to change that. Professor Wilson followed up, asking why, then, the faculty request component is in place. Professor Houghtby-Haddon responded that the intent behind the committee's discussion was that, with an appropriate number of faculty feeling that there should be a meeting, that request could be initiated through the two available channels. Professor Wilson asked whether the President or FSEC Chair would then be required to call the requested meeting. Professor Gupta observed that Section 3b addresses procedures for calling a special meeting; beyond the request from a group of faculty, the actual meeting would still be called by the President or FSEC Chair.

Professor McHugh expressed his appreciation for the committee's hard work by; he asked for clarification of the rationale to go from a fixed number to percentages for various procedures. Professor Gutman responded that the sense of the committee was that the status quo was quite low relative to the current size of the Assembly. Professor Houghtby-Haddon agreed, adding that the threshold should be high enough to ensure that enough concern existed among the faculty as whole that a particular topic should be brought forward to the full Assembly.

Professor Grynaviski noted that he is in favor of several of the proposed changes, particularly those on facilitating virtual or hybrid meetings. He stated that he was not aware of any abuse of the Assembly process (for example, by a dramatic escalation in the number of special meetings called).

He added that any rule changes should facilitate the faculty's ability to engage in shared governance by calling Assemblies when they feel it is necessary and should also ensure that those thought of as faculty members are those who think of themselves as such and are willing to show up and participate in the process. The proposed changes appear to raise the threshold for calling meetings fairly substantially without certainty around the engagement of the faculty included in the ultimate denominator.

Professor Griesshammer noted that the FOP is not changed on a whim and that the currently proposed revisions resulted from extensive discussions in committee. The Senate is now looking at this issue for the first time and is raising a number of important issues. He suggested that it would be beneficial to have written rationales for changes to the FOP as well as a task force that can report to the Senate on its findings regarding Assembly membership. He stressed that clear, reproducible definitions are required, as a worst-case outcome would be someone questioning whether an Assembly meeting is legitimate. He suggested that a task force composed of interested parties and members of PEAFF address this issue and report back to the Senate with an exposition of the issues and a proposal. As such a study could and should not happen on the floor of the Senate with the existing resolution due to the complicated nature of the issue, he moved to refer the full resolution back to committee while a FSEC-defined task force considers these issues. The motion was seconded and was opened for debate.

Professor Zeman agreed with Professor Griesshammer, noting that there is a need to clarify the numbers and that his amendment wasn't going to address the numbers question but was going to roll the FOP back to its current language so as not to disenfranchise MFA faculty. He stated that he would be happy to see the resolution referred back to committee to allow for discussions with FSEC and other parties on these issues.

Professor Roddis spoke against the motion. She noted that this issue was raised in FSEC, and the argument was made that a great deal of work was done by PEAFF that improves the FOP (e.g., addressing the issue of virtual/hybrid meetings). These are separate from the issue Professor Zeman raises around MFA faculty. She stated that it would be worthwhile to move forward with the resolution in its current form, adding that she would support the amendment Professor Zeman planned to propose. In other words, she supported delaying the membership question but, via this resolution, accomplishing the Assembly's ability to meet in a virtual or hybrid environment and to vote appropriately in those circumstances. In addition, the resolution does a lot of work to clean up language with regard to titles. Professors Gutman and Wilson echoed these sentiments.

Professor Tielsch expressed his agreement with the idea of getting something from this resolution while membership issue is discussed further. However, he noted his concern that any changes to the FOP have to be approved by the Board, and he was hesitant to send them separate updates to this document two Board meetings in a row.

Professor Griesshammer noted that last year's sense-of-the-Senate resolution permits remote participation and voting in the Faculty Assembly. He further added that any revisions to the FOP need to go through the Assembly before being sent to the Board, and the Assembly doesn't meet next until late October. There are two scheduled Senate meetings prior to that Assembly. He expressed his concern that splitting the current resolution is too dicey to do on the Senate floor and that he would be hesitant to come up with revisions now and carve out some reversals—particularly as there is still time to bring a single resolution back to the Senate in time for the next Assembly.

Professor Gupta moved to end debate; a vote to end debate passed 23-3 with 1 abstention. A vote on the motion to commit the resolution back to committee passed 23-3. Professor Tielsch and FSEC will appoint a task force to work on the Assembly membership question with the drafting committee.

INTRODUCTION OF RESOLUTIONS TO BE REFERRED TO COMMITTEE

No new resolutions were introduced at the meeting.

GENERAL BUSINESS

- I. Senate Standing Committee Annual Reports Received
The following annual reports are [attached](#):
 - Athletics & Recreation
 - Libraries
 - Professional Ethics & Academic Freedom
 - Research
 - University & Urban Affairs

- II. Election of the ESIA Faculty Senate Executive Committee Member for the Fall 2022
Term: Hugh Agnew
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, electing Professor Agnew. 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. Professor Agnew's election was approved by unanimous consent.

- III. Approval of the 2022-2023 Senate calendar (see attached)
The [attached](#) calendar was approved by unanimous consent.

- IV. Appointment of the Senate Parliamentarian: Sarah Binder
Professor Binder's reappointment was approved by unanimous consent.

- V. Appointment of 2022-2023 Senate Standing Committee chairs and rosters
The [attached](#) rosters were approved by unanimous consent.

- VI. Appointment of 2022-2023 University administrative committee faculty members
The [attached](#) rosters were approved by unanimous consent.

- VII. Report of the Executive Committee: Professor Jim Tielsch, Chair
Professor Tielsch's FSEC report is [attached](#).

- VIII. Provost's Remarks
The Provost's remarks are [attached](#).

BRIEF STATEMENTS AND QUESTIONS

Professor Wirtz noted that, in his experience, it is unusual not to have any operating budgets for the university units at this point in the year. The Board subcommittee approving these budgets is apparently meeting soon, but no university units have their FY23 budgets yet. This made sense last year with expected interference from the pandemic, but this year's delay suggests that something else is going on. He asked why the units do not yet have their budgets and when they can be expected. President Wrighton responded that the Board finance committee meeting occurred last Monday; at that meeting, the committee asked that consideration of the FY23 budget be delayed until later in May. The President noted that he has asked for a meeting with the Board's Finance and Investments committee to be followed by a joint meeting of the Board Finance and Investments and Academic Affairs committees. This is related to the near-complete negotiations around the MFA. He expects definition of all budgets to be complete within a couple of weeks. Professor Wirtz noted that a delay in receiving budgets does set the units back operationally and encouraged all possible speed on this. President Wrighton acknowledged this and noted that the university is projecting to end FY22 with a surplus moderately above the projected surplus. He expressed that he is looking forward to a strong FY22 finish and a strong FY23 as well.

Professor Griesshammer noted that there is an opportunity cost to delayed budgets. Specifically, budgets typically spell out the number of faculty positions that will be open for hire. If the budget is delayed and the Provost cannot speed up the process by which deans are notified of positions approved for search, then the faculty cannot conduct good searches (which begin well before an ad placement with summer networking at conferences and workshops and cannot be done without firm knowledge that a position is approved for hire). He expressed his hope that the Provost will be able to speed up the dean notifications of approved positions.

Professor Griesshammer then asked whether the university community can expect good news and dramatic improvement in IT this coming academic year, noting that the last two years in IT have been terrible—through no fault of the IT staff. He also expressed his appreciation for the new academic planning process under Provost Bracey, applauding the bottom-up approach he has implemented. He asked how the Senate might help and contribute to this process. He referred also to the opportunity arising from the just-announced Boeing research center in Arlington and referenced earlier opportunities that were lost to other regional institutions (e.g., Amazon), hoping that GW would be able to take advantage of new opportunities such as this. He closed by saying that he felt embarrassed to see advertisements for programs of other universities like Virginia Tech in the Foggy Bottom metro station, practically at the doorsteps of GW, without a reply from GW.

President Wrighton responded that he and the Provost have talked about the need to release the deans to recruit in the upcoming season. In addition, he noted, they are working on IT issues together and are also engaging the University Leadership Council in a discussion of how GW will position its employees in connection with remote, hybrid, and on-campus work.

Professor Grynaviski noted that both Georgetown and American seem to have larger dining facilities for smaller student populations relative to GW. He asked whether the university is confident in its plans (in terms of staffing and capacity) that it can accommodate students, who will now be required to pay for a new dining plan. He noted, by way of an example, that the new dining

space in Thurston seems inadequate to accommodate its residents at peak mealtimes. President Wrighton responded that he met recently with Seth Weinschel, who assured him that all necessary components will be up and running for the fall semester. He noted that he is mindful that Thurston Hall—despite progress—is still not complete but that all involved are working to stay on time and on budget. He added that he is very mindful of the need to be responsive in the areas Professor Grynawski referenced.

Professor Sarkar noted he was heartened by the Provost's comments on pan-university initiatives, adding that the Senate Research committee can advocate in these areas of investment as well. When looking at the list of potential initiatives, he wondered if identified areas are coming from current faculty interests and strengths. He was particularly intrigued by the absence of health-related issues, given Dean Bass's comments today. Provost Bracey responded that the topics listed are the fruit of several conversations that the President and Provost held with several deans. Their ideas were merged with the President's and Provost's thoughts on areas of strength and research productivity, with the goal of identifying areas of potential overlap for distinguished and distinctive cross-school collaboration.

REPORT: Medical Faculty Associates Financial Structure (Joe Cordes and Susan Kulp, Co-Chairs, Fiscal Planning & Budgeting Committee)

President Wrighton, noting that the report to be presented now has already been seen by non-Senate faculty members, withdrew his request that it be presented in executive session.

Professors Kulp and Cordes noted that this report does not opine on this topic or make a statement about the values or benefits of the MFA. Rather, it is a report in the interest of providing information and transparency. Reviewing the [attached](#) slides, they discussed the MFA's mission and its financial performance and relationship to the university.

Professor Johnson asked whether the report accounts for the tuition dollars MFA faculty members bring in, noting that many do teach in SMHS. Professor Kulp responded that, while the committee has requested details on SMHS performance, they have not received these numbers. Professor Cordes added that this is reflected indirectly in the financial flows (in particular, the form 990s) and are implicitly included in the revenue the MFA receives.

Professor Sarkar expressed concern that the 1997 MFA structuring was something GW thought would be profitable, but that did not turn out to be the case. He asked whether GW is the sole owner of the MFA. Professor Cordes responded that GW, while not the owner of the MFA, is the sole corporate member of the MFA's entity. He added that the MFA will be in a position to make contributions to the university if it becomes profitable. He noted that, when the initial agreement was constructed in 1997, there were many who weren't sure it would work as it wasn't structured in an ideal way. In 2020, he noted, the university essentially began to exert formal control over the MFA (which it hadn't done previously). Having the university exert this control is prudent given that it would be liable for the MFA. Professor Kulp added that the 1997 agreement didn't foresee the change in medicine to ambulatory care centers for surgeries and increased outpatient care. It also included a non-compete agreement that prevented MFA doctors from performing procedures in other surgery centers. This proved detrimental as more doctors and patients chose outpatient surgeries for their convenience and reduced risk of infection. Professor Zeman confirmed this,

adding that MFA doctors are also not able to provide ancillary services such as radiology or radiation oncology; another factor is that the payor mix has changed and the Medicaid population has increased.

Professor Griesshammer noted that he could not imagine GW without medicine and that he believes Dean Bass's plan is the way forward, adding that any restructuring will require short-term investments; this will require short-term expenses from the university. The future of the MFA may look bright, but it is clear that more sacrifices are needed before that point can be reached. He encouraged the administration to be straightforward in acknowledging this and not present only an all-rosy picture. He disputed Dean Bass's interpretation that there is a "firewall" between GW and the MFA, as GW is on the hook for the MFA's deficits. He also noted that there remains a lot of work between the current and envisioned state of the MFA. He asked whether there is any talk of a repayment plan to the university from the MFA for the investments the university has made. Professor Cordes responded that there is a schedule of payments in the financial statement; the unknown is whether the MFA will have the resources it needs to implement this repayment plan.

President Wrighton commented that it is clear from this report that the MFA is not generating the surplus that is expected from a strong academic medical enterprise that has a significant clinical component. He noted that GW is fortunate to have recruited Dean Bass, who has significant achievements in this area and is dedicated to the success the university envisions. The academic medical enterprise will be an important part of GW and represents an investment by the university in itself. He noted that the sums under discussion are not material to the university as a whole but are absolutely material to advancing the clinical mission of the medical school. In Dean Bass's vision, he sees a path forward that will enable the MFA to fulfill its financial obligations and recruit more distinguished faculty members (e.g., Julie Bowman, the new Cancer Center director), staying on the path of progress. He welcomed the opportunity to provide further updates as the FY22 results become known and he can review the audited financial statements with the Senate.

Professor Grynaviski commented that this is the clearest explanation he has seen on the relationship between GW and the MFA and that he appreciated the committee's perseverance in putting it together. He asked whether the interest rate for a loan between joined entities makes sense to discuss, given that it's been forgiven. Also, even with this transparent discussion, he noted that there are still some elements missing for a full understanding of the fundamentals of the economics of an academic medical enterprise. He asked whether there is a substantial plan beyond renegotiating with the hospital to avoid the university's having to continue to write off deficits in and loans to the MFA and whether there has been robust discussion about getting the MFA to a revenue neutral or surplus position.

Professor Kulp responded that the committee asked specifically about rumors of the MFA's line of credit being refinanced at a higher amount and was told that, at this point in time, the official number remains the same. The committee was told that the university is evaluating the situation, but the committee has not seen specifics about this strategy beyond what Dean Bass reported today about the expectations of high profits following a restructuring. Professor Cordes added that the hope and assumption is that the MFA's for-profit hospital partners can be persuaded that it is in their interest to modify a contract that is currently very favorable to them.

Professor Gore requested clarification that the SMHS financials are not broken out in this analysis as they are part of GW's financial umbrella. Professor Kulp responded that SMHS is part of the GW

combined entity; while not separated out into line items, the committee has consolidated statements from both GW and the MFA. Professor Gore followed up, asking why the committee is working with last year's statements and not the current year-to-date statements. Professor Kulp responded that the committee has requested this but has not received current year-to-date statements. Professor Cordes added that the audited financial statement is underway now and will be completed this summer; form 990s are always on a two-year lag.

Professor Tielsch reinforced Dean Bass's comment that everything hinges on the hospital renegotiation. If that doesn't go well, things could deteriorate quickly, but there is much reason for optimism: the hospital likely understands it can't walk away from the primary clinical practice leading to their profits. He acknowledged that many on the Senate do not think well of the job the current CFO/Vice President for Finance has done, but, he noted, the present negotiations would never have gone as well as they have without Mr. Diaz's knowledge and expertise in health care systems. He noted that this problem was evident and oncoming for many years with no action taken by Mr. Diaz's predecessor.

Professor Yezer commented that the renegotiation really needs to work, as this issue is a big problem for the university. He added that the MFA needs a business model and revenue/cost forecasts, and he has yet to see that. In addition, the MFA needs to be able to simulate alternate futures. If the MFA goes under, their private debt will necessarily be paid by the university.

Professor Johnson asked about a fiscal analysis of the value of the MFA and SMHS, wondering what the contribution is of MFA and Children's Hospital faculty to tuition dollar income at SMHS. More broadly, he wondered what the financial value is to GW of having a medical school in the first place. He noted that, as a teacher of undergraduates interested in medical school, he has observed that many of these students are attracted to GW because of its medical school and wondered how the economic value of that might be calculated. He noted that these are relevant factors in the analysis. Professor Kulp reiterated that the committee is trying to get these numbers but does not have them at this point.

ADJOURNMENT

The meeting was adjourned at 5:49pm.

The GW Academic Medical Enterprise

Barbara Lee Bass MD, FACS
GW VP Health Affairs
Dean, SMHS
CEO, GW MFA

Healthcare delivered to patients in a setting that includes the missions of education, research and community health.

- Physician-led interprofessional teams informed by latest advances in medical science.
- Faculty physicians who do research in collaboration with other scientists to advance human and community health.
- Culture of education – learners, teachers, heightened presence of science, professionalism and service.
- Culture of research – access to novel diagnostic and therapeutic agents, clinical trials, advancing care.
- Capable of delivering the highest complexity care, multispecialty teams, trainees, state-of-the-art technologies.
- Commitment to serve the health and wellness of our community to ensure equity in access, care delivery, and outcomes.

- Education
- Research
- Clinical Care
- Community Service and Engagement

- Top 30 Research Medical School Cohort
- Destination elite nationally recognized academic clinical enterprise
- Valued and essential partner to the District in improving health of all our citizens
- Healthy financial structures to deliver on missions

- Programs
 - MD
 - PA
 - Physical Therapy
 - Occupational Therapy
 - Clinical Laboratory Sciences
 - PhD programs in biological and healthcare related sciences
 - Undergraduate, Masters programs in healthcare associated disciplines

A GLIMPSE OF THE
Class of 2025

12,917 MD completed applications

- 183 New Students
- 60% Female
- 53% Non-Caucasian
- Average age = 24
- Top decile in diversity of students
- 57% Science Majors
- 281 Colleges Represented
- 4 States, DC, Canada and China
- 29 Masters and 1 PhD

Graduate Medical Education

- ACGME-accredited programs: **45**
- Residents and fellows: **457**
- Highly rated, highly competitive
- Experiential learning



Clinical Public Health

GOAL: Craft clinician citizens with an *Expanded Scope of Practice* to include health policy and systems expertise, community health leadership and advocacy skills.

1. Patients, Populations and Systems
2. Clinical Sciences and Reasoning course
3. Clinical Public Health Summits
4. Streamlined Combined Degree Program MD/MPH or Certificate in PH
5. Clinical Public Health electives - Culinary Medicine, criminal justice health, experiential research and community health



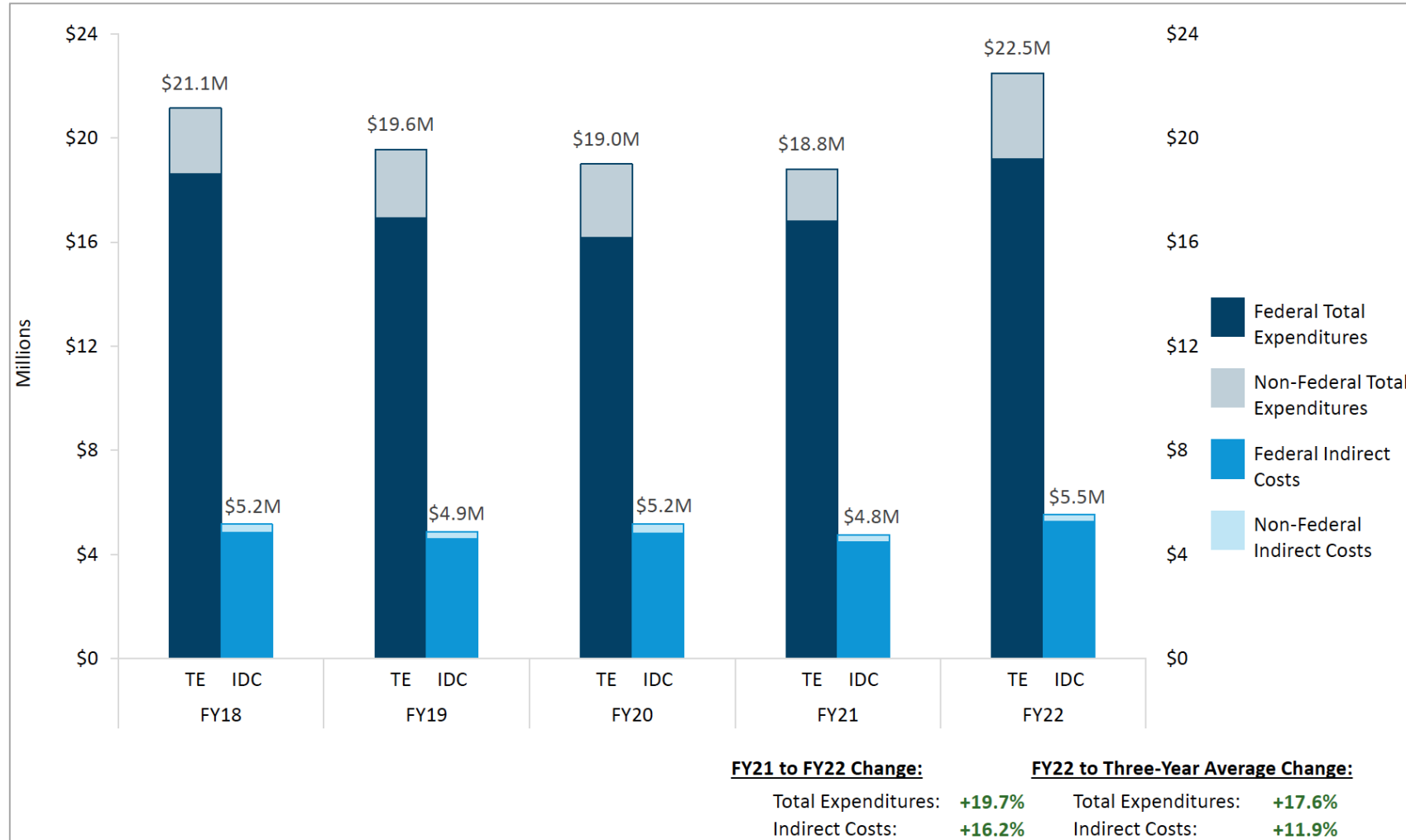
SMHS Pipeline Programs

- Health Sciences Governor's Academy at T.C. Williams High School, VA
- GW Summer Program Advancing Research on Cancer
- Upward Bound
- Medical Laboratory Sciences Summer Immersion
- DC Health and Academic Prep Program (DC HAPP)
- Mentored Experience to Expand Opportunities in Research (METEOR)



- Areas of excellence: discovery, translation, clinical research
 - Cancer biology
 - Neurosciences
 - Infectious disease/HIV/Vaccines
- SMHS Clinical Research Center
- Scientist Training programs
- Laboratory space and cores
 - GMP facility, cellular therapeutics

Continued growth in research activity



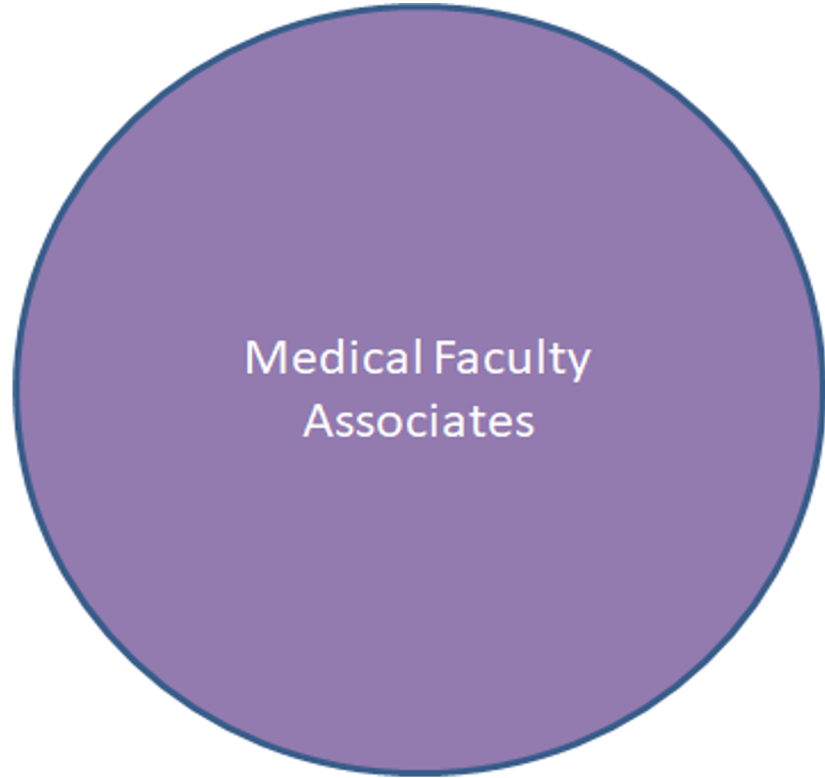
Shared programming and commitment to mentorship

Program Directors	Training Program
Seto, E. Lee, N.	Cancer Biology Training Program Pre-doctoral & postdoctoral
Maggirwar, S. Bosque, A.	HIV Persistence, Comorbidities & Therapeutics Pre-doctoral
Bushardt, R. Mallinson, T.	Research in Primary Care Postdoctoral

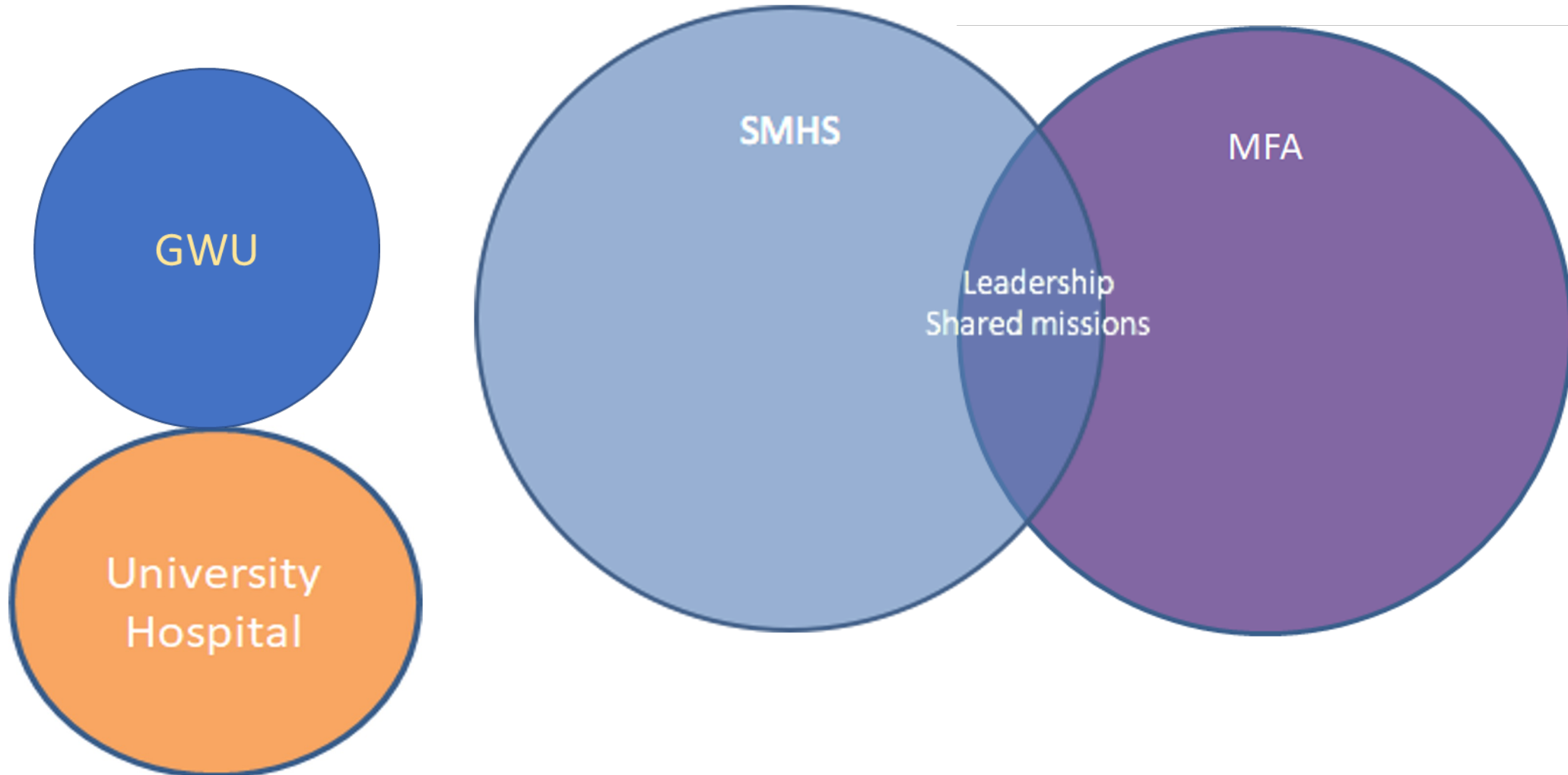
Alison K. Hall
Research Workforce Development

National training programs build reputation

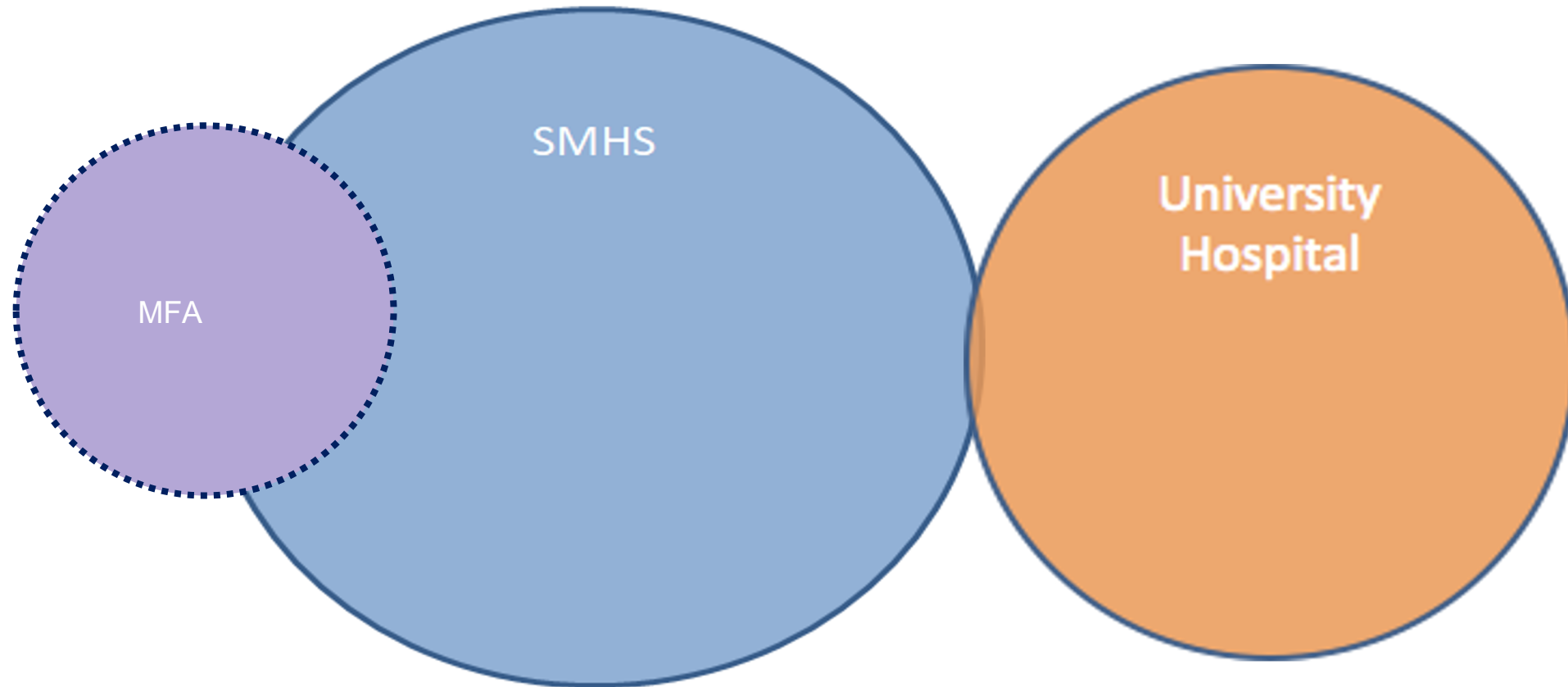
1997 - 2020 Structure



Evolution: 2021



Our future state?



***GW will be the destination worthy
Academic Health Care system
in the nation's capitol***

Clinical Care Mission

Clinical Care: Academic Healthcare Excellence

Requirements:

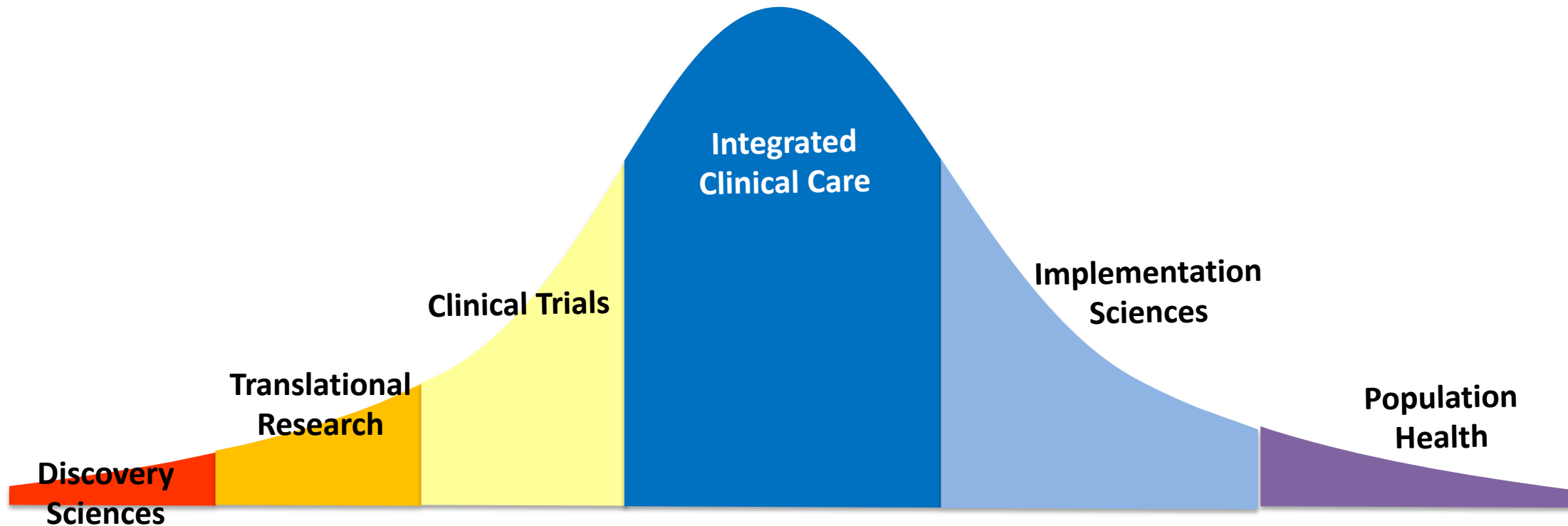
- Quality
- Safety
- Value
- Innovation and translation
- Equity



Clinical Care: Academic Healthcare Excellence

GW 1984 HIV





- COE structure:
 - Dictated by burden of disease
 - Cancer, Cardiovascular, Neurological disorders
 - Chronic disease: Kidney, Digestive Disease,
 - Pulmonary, Metabolism/Endocrine
 - Quaternary care: Transplantation; Trauma
 - Women's Health
 - UME
 - More GME and fellowship training
 - Research embedded

COE

Integrated Clinical Care

Common disorders

Advanced expertise

Comprehensive

Full educational portfolio

Research embedded

- Strategic investment and growth in COE
 - Dictated by burden of disease
 - **Cancer**, Cardiovascular, Neurological disorders
 - Chronic disease: Kidney, Digestive Disease,
 - Pulmonary, Metabolism/Endocrine
 - Women's Health
- Incremental addition of COE over time

Cancer

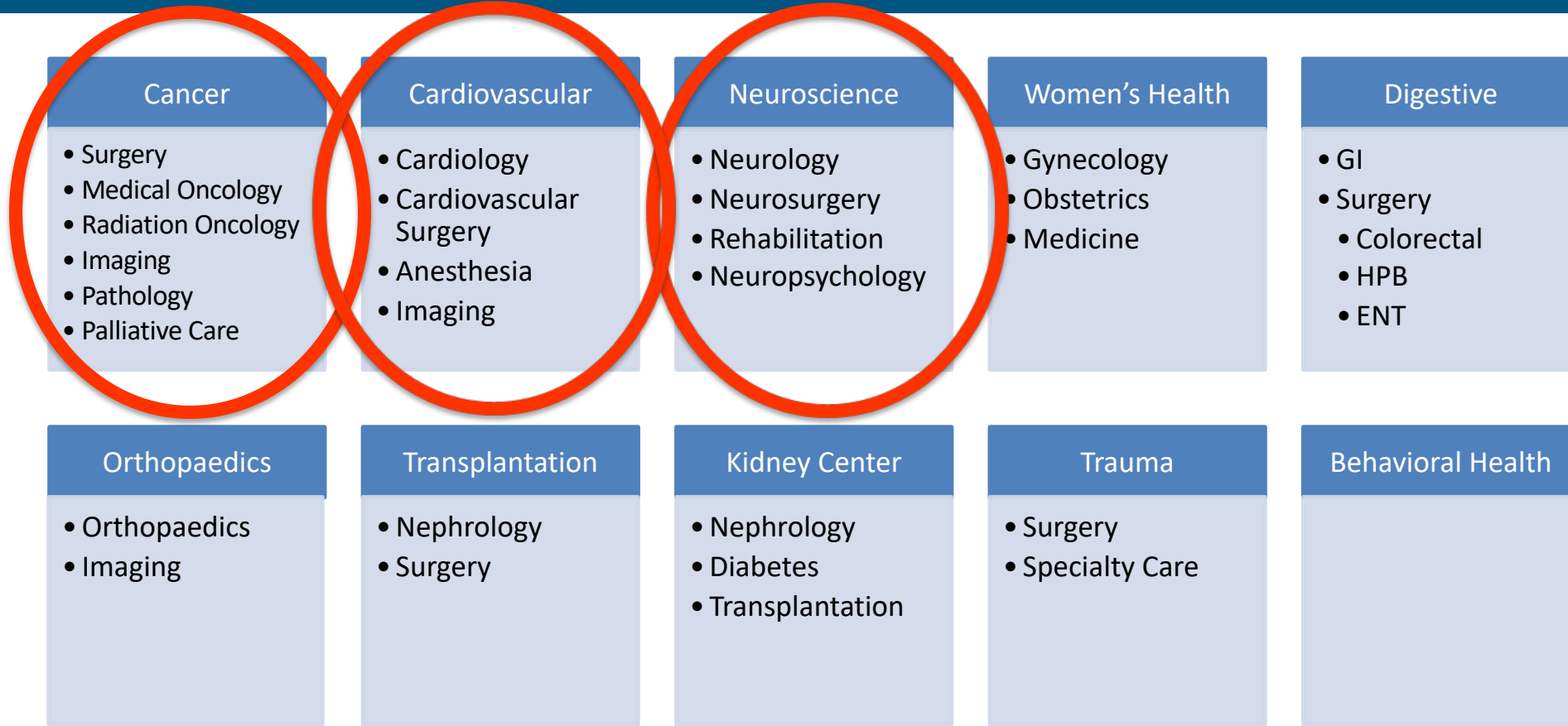
Liquid and Solid Tumors
Integrated Multi-D care
Screening and Prevention
Population Health
Discovery, translational, clinical research
Novel therapeutics: GMP

- Strategic investment and growth in COE
 - Dictated by burden of disease
 - Cancer, **Cardiovascular**, Neurological disorders
 - Chronic disease: Kidney, Digestive Disease,
 - Pulmonary, Metabolism/Endocrine
 - Women's Health
- Incremental addition of COE over time

Cardiovascular
Heart disease
ASCVD, HTN, Structural, Lipids
Vascular disease
PVD, Venous, Aorta
*Diagnostics, interventions,
therapies, prevention*

COE Structure

Critical Departments
Neurology, Surgery, Medicine, OBGYN



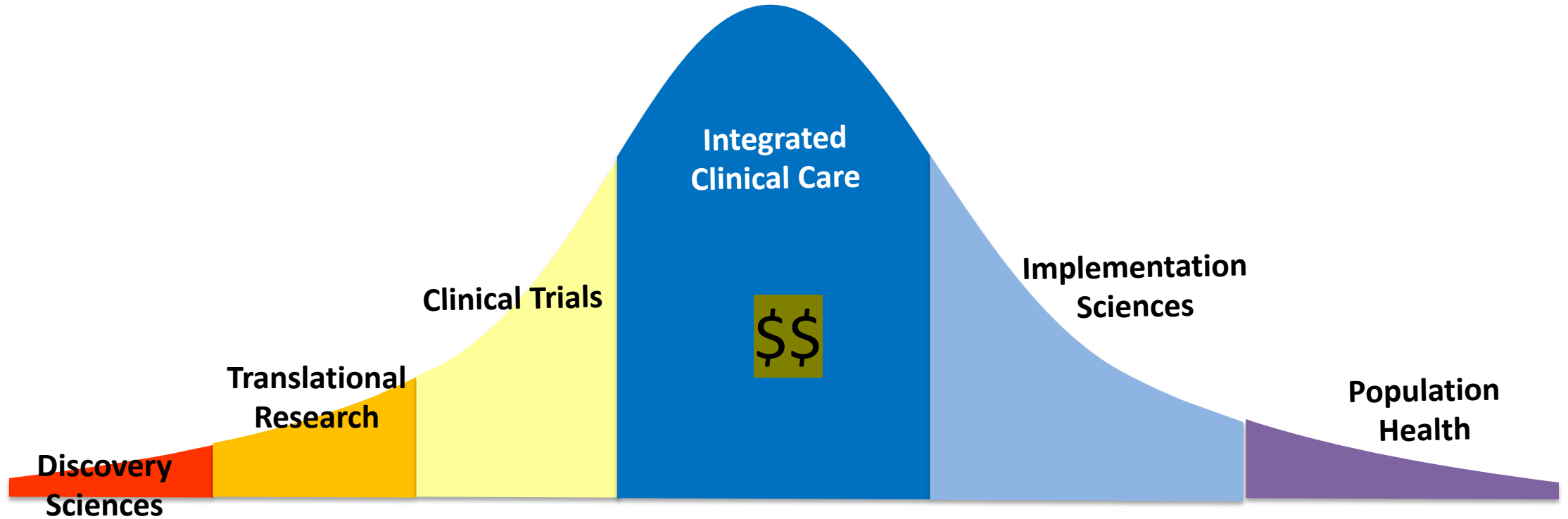
UME/GME/Health Sciences

Core Departments
Critical Care, Imaging, Pathology, Anesthesia, Hospitalists

Academic Healthcare Excellence: Destination Care



Fuel: Clinical funds flow, extramural, philanthropy, tuition



- **Mission to serve SMHS education**
- Foundational work underway:
 - High performing EHR
 - Access improvements
 - Financial operations: revenue cycle and financial management
 - Mission based compensation plan: incentives: ART clarity; volume based incentive
 - Primary care
 - Team based care
 - St Elizabeths campus
 - Oversight of new hires requiring investment
 - Consolidation of academic mission in SMHS: Clinical research center, education admin
 - Rebranding campaign

2024: Cedar Hill Regional Medical Campus



Ward 7 and Ward 8
Family medicine residency
Expanded education and training
Interprofessional care teams
Health services research
Telehealth innovation platform
Community guidance

The George Washington University Faculty Associates

Faculty Senate Fiscal Planning and Budgeting Committee

Joseph Cordes and Susan Kulp

Co-Chairs

Outline of Report

- Description and Mission of the George Washington University Medical Faculty Associates (MFA)
- Contribution of the MFA to the George Washington University
- MFA Financial Performance
- MFA Finances and GW Finances
- Questions

Legal Status of the MFA

Medical Faculty Associates, Inc. (“MFA”) is separate 501(c)(3) (nonprofit) corporation whose sole corporate member is George Washington University (the “University”). MFA operates exclusively for the benefit of the University (from financial statement).

Mission of the MFA to the University and to Washington DC

- Provides certain clinical, teaching, research and administrative services to the University;
- Provides professional physician services and related health care services, including diagnostic and therapeutic procedures and services, to patients in the greater Washington, DC community and other areas, including those unable to pay for such care;
- Furthers the advancement of medical knowledge through basic and applied research in medicine, lectures, consulting, publishing information and teaching, particularly regarding medical and health care issues prevalent in urban communities;
- Undertakes teaching the diagnosis and treatment of medical conditions to medical students, interns, residents, fellows and other professionals in connection with the University;
- Employs physicians duly licensed to practice medicine, who hold a faculty appointment at the University, and other qualified personnel and makes the service of such personnel available to indigent and other persons requiring such care; and
- Performs the other necessary or appropriate functions and services in connection with the above purposes.

Organizational Relationship of the MFA and the University

- GWU medical school Dean is the president of the MFA
- MFA has its own Board of Trustees
 - MFA Board is appointed by the GWU Board of Trustees
- The University has considerable oversight authority over the MFA as set forth in the “Amended and Re-stated By-Laws of the MFA”
- MFA physicians
 - Salaries and benefits of MFA are paid by the MFA
 - MFA physicians are clinical faculty in the GWU School of Medicine
 - MFA physicians are represented in the GWU faculty senate
 - Dependents of MFA clinical faculty qualify for GWU tuition benefits

The MFA Contribution to the GWU Academic Medical Enterprise

- Clinical faculty for the GW School of Medicine
- Practice of clinical medicine (with potential to contribute to finances)
- Medical research

Financial Relationship Between the MFA and GWU

- The MFA and the University are Two Separate Financial Entities
 - The University & the MFA each file separate IRS 990 informational tax returns to the IRS
 - The University & the MFA prepare separate audited financial statements
- But, the two entities are related
 - Starting in 2020, consolidated financial statement (next two slides) are prepared
 - Significant control of GWU over MFA
 - Many transactions between GW and MFA, including
 - Guarantee of debt
 - Loans / Lines of Credits
 - Debt Forgiveness
 - Contractual relationships (e.g., faculty)

Consolidating Balance Sheet

As of June 30, 2021

Balance Sheet(s)	GWU	MFA	Elimination	Total
Assets				
Cash	\$238,919	\$41,228		\$280,147
Accts. Receivable	\$75,600	\$70,187	(\$5,031)	\$140,756
Contributuins Receivable	\$31,382			\$31,382
Investments	\$2,880,195	\$43,346	(\$3,109)	\$2,920,432
Loans Receivable	\$58,567		(\$42,127)	\$16,440
Property, Plant Equipt.	\$1,686,937	\$66,631		\$1,753,568
Other	\$80,951	\$50,724	(\$17,278)	\$114,397
Total assets	\$5,052,551	\$272,116	(\$67,545)	\$5,257,122
Liabilities				
Accounts Payable	\$290,768	\$171,945	(\$22,361)	\$440,352
Deferred Revenue	\$104,599	\$11,827		\$116,426
Long-Term Debt	\$1,990,537	\$167,555	(\$42,075)	\$2,116,017
Funds Advanced for Student Loans	\$19,996			\$19,996
Total Liabilities	\$2,405,900	\$351,327	(\$64,436)	\$2,692,791
				\$0
Total Net Assets	\$2,646,651	(\$79,211)	(\$3,109)	\$2,564,331

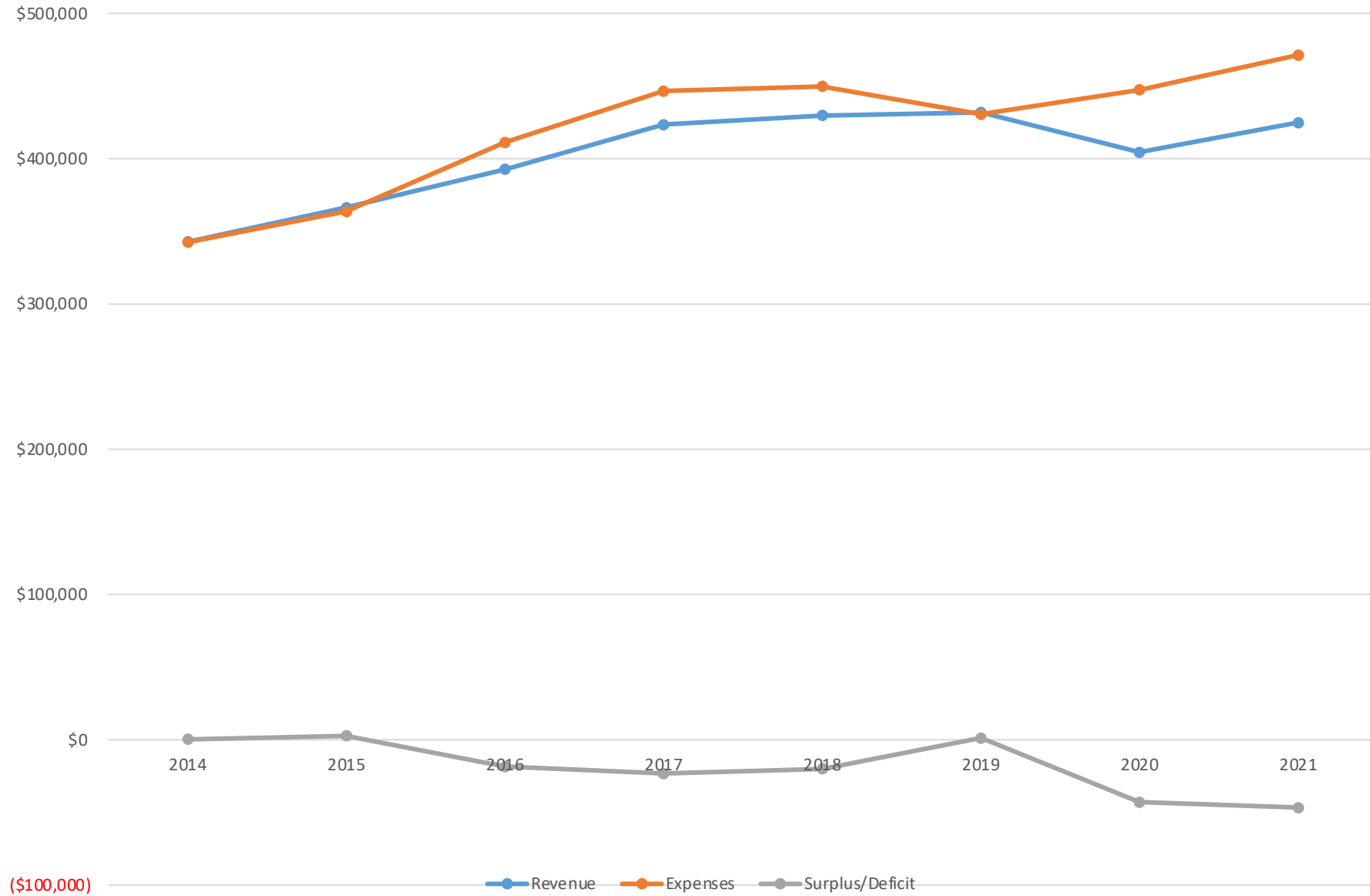
Consolidating Statement of Activities For Year Ended June 30, 2021

Income Statement(s)	GWU	MFA	Elimination	Total
Operating Revenue				
Net Student Tuition	\$722,907		(\$205)	\$722,702
Patient Care		\$287,771		\$287,771
Grants and Contracts	\$226,634	\$2,121		\$228,755
Auxiliary Services, Net	\$15,054	\$857		\$15,911
Endowment Income	\$90,813			\$90,813
Medical Education Agreements	\$67,581	\$19,014	(\$24,445)	\$62,150
Contributions	\$18,631			\$18,631
Investment Income used in Operations	\$13,228	\$2,265	(\$733)	\$14,760
Net Assets Released From Restructions	\$7,977			\$7,977
Other	\$43,443	\$111,185	(\$29,554)	\$125,074
Total Operating Revenue	\$1,206,268	\$423,213	(\$54,937)	\$1,574,544
Operating Expenses				
Salaries and Benefits	\$675,739	\$279,341	(\$235)	\$954,845
Purchased Services	\$232,775	\$76,764	(\$38,708)	\$270,831
Depreciation	\$84,763	\$6,137		\$90,900
Interest	\$73,847	\$3,840	(\$733)	\$76,954
Scholarships & Fellowships	\$22,509			\$22,509
Other	\$109,957	\$105,268	(\$15,261)	\$199,964
Total operating expenses	\$1,199,590	\$471,350	(\$54,937)	\$1,616,003
Increase/Decrease Net Assets from Operations	\$6,678	(\$48,137)		(\$41,459)

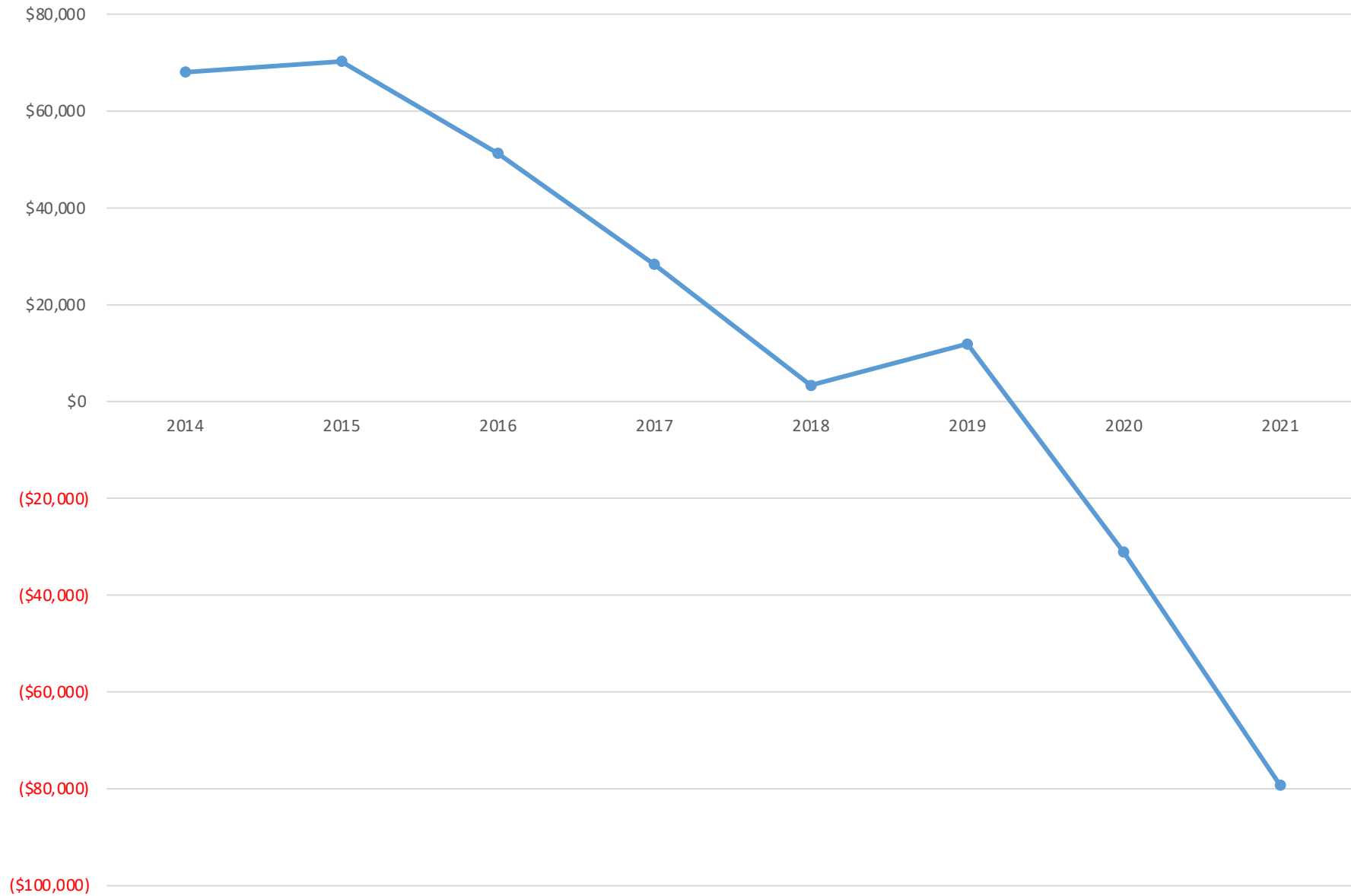
MFA Performance (Next Slides)

- Operating performance has been rocky in past years
 - Regular operating losses
 - Need to borrow to cover operating deficits
 - Many loans from GWU and eliminated in consolidated statements
 - Steady erosion of the MFA balance sheet
- Possible factors affecting performance
 - Contractual limits in services that MFA offers
 - Pandemic
 - Changes in government reimbursement of hospitals and medical practices

MFA Operating Results



MFA Net Assets



The View from the Credit Rating Agencies

- Moody's
- GWU's exposure to patient care revenue continues to evolve, recently through its the restructuring of its relationship with its faculty practice plan group, Medical Faculty Associates, Inc. That evolution has resulted in revenues and the assets from MFA to be included in GWU financial statements starting in the middle of fiscal 2019 as a business combination. Though MFA is still a separate non-profit, the university is the sole corporate member and as such has greater control over the medical enterprise. *Following a deficit in fiscal 2020, MFA expects stronger patient volume to drive profitability in fiscal 2021 as it invests in an ERM system. S&P,,,, Restructuring of faculty practice plan increases direct healthcare risk; management of hospital relationship challenged by potential mission misalignment.*
- Management has taken steps in the past to limit GW's exposure to health care risk by selling a majority interest (80%) in its hospital to Universal Health Services in 1997, creating a separately incorporated faculty practice plan in 2000, discontinuing its health care plan in 2002, and restructuring its relationship with Medical Faculty Associates in 2018 by consolidating the group into GW's financial statement. We believe that management's budgeting practice is sound, and it has executed well and in timely fashion on its financial plan.

MFA Debt

- GWU forgave \$15.7 million of MFA debt in 2019
- GWU guarantees debt issued by the MFA (per financial statement)
- On June 30, 2021, MFA debt outstanding: \$165.8 million
 - Current portion of debt: \$56.6 million
 - Debt net of current portion: \$109.2 million
- On June 30, 2020, MFA debt outstanding: \$82.8 million
 - Current portion of debt: \$24.7 million
 - Debt net of current portion: \$58.1 million

Debt, June 30, 2021	Amount	Term	Interest Rates
Private line of credit	\$48,668	3/23/2023	Libor+1.45%
Notes Payable Secured by Real Estate	\$33,480	4/8/2028	Libor + 2.375%
Term Loan to Support Health Record System	\$28,873	4/5/2027	Libor + 2.375%
GWU:			
Line of Credit	\$40,675	6/30/2023	4.12%
Loan	\$1,400	7/1/2027	Libor + 6.0%
District Health Partners	\$14,000	7/1/2027	Libor + 6.0%

MFA Finances and GW Finances

- Consolidating the MFA and the University has not adversely affected the bond rating of the consolidated entity.
 - Credit raters see upside potential for MFA.
 - Financial performance University has balanced MFA financial performance
- Other impacts of University/MFA Relationship
 - The MFA currently has a \$50 million line of credit from GWU (at interest rate of 4.12%)
 - Potential Opportunity Cost of Line of Credit
 - Deferred maintenance?
 - Shoring up IT?
 - Reducing need for schools to contribute to margin?
 - Possible sharing of MFA and GWU services – e.g. IT and Legal
 - requires additional staffing, or Reduced resources per capita

Questions Going Forward

- Future operating performance of the MFA
 - Ongoing negotiations between GWU and District Health Partners (DHP)
- Future commitment of GWU to lend funds to the MFA
 - Funds to cover operations rather than capital investments
 - What interest rate?
 - What maturity?
 - At what “cost” to rest of university?
 - Loans between consolidated entities eliminated in consolidation
- The MFA and the GWU Strategic Master Campus Plan
- Only one piece of Medical enterprise. Should analyze entire enterprise together.



Faculty Senate

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~~ 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 ~~smen~~, 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, ~~T and~~ 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 ~~bc~~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.



Faculty Senate

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

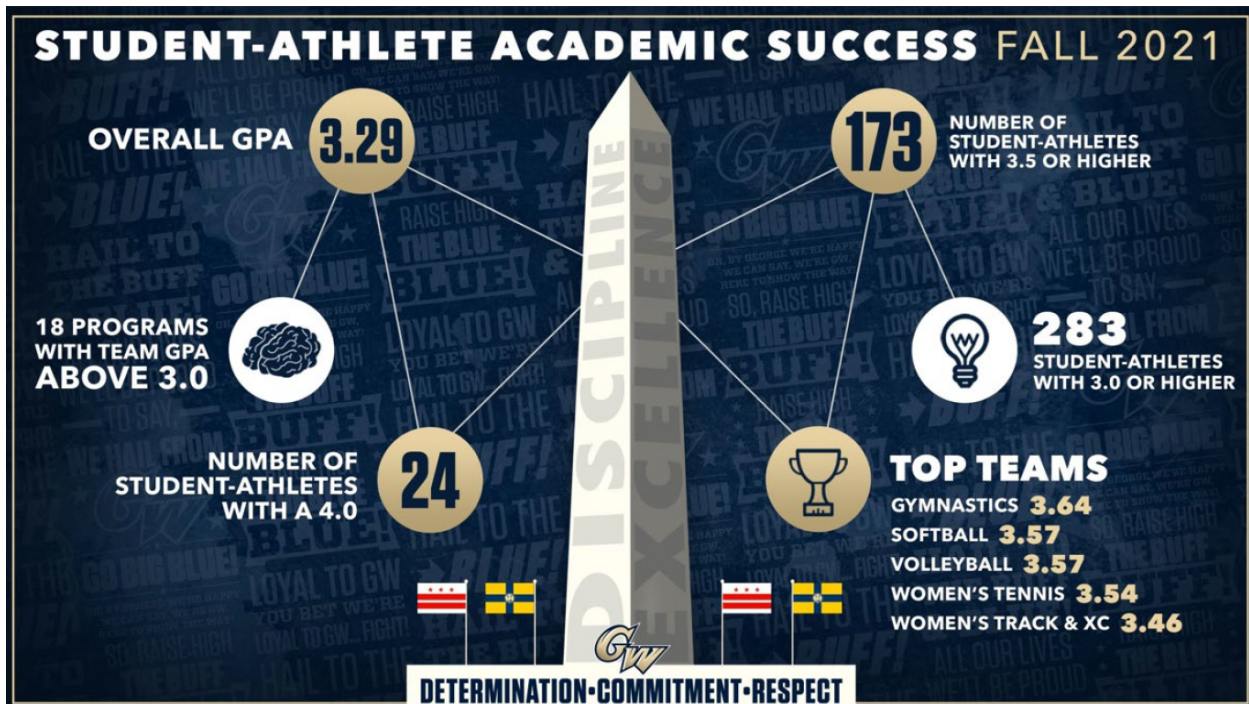
Student athletes can earn compensation for their name, image, and likeness. However, student athletes cannot be paid to play (e.g., for being a member of a team, or for performance on the field of play). Also, it can't be used as an enrollment strategy to get a student to come to campus or a retention 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.



Faculty Senate

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

**Faculty Senate
Master Standing Committee List
2022-2023 Rosters**

Non-voting members are those committee members serving on a committee because of their administrative role at the university, and the value that the person in that role brings to the committee. Non-voting members may be nominated for service by the President, the Provost, or a committee chair. These administrative committee members are not approved by the full senate and are referenced here for informational purposes. Should a non-voting member change positions at or leave the university, that individual would no longer serve on the committee, but a new individual in that role could be named to the committee in the same capacity.

Appointment, Salary, & Promotion Policies

Member	Affiliation	Voting Status
<i>Gupta, Murli*</i> , Chair	CCAS	Voting
<i>LeLacheur, Susan</i> , Co-Chair	SMHS	Voting
<i>Briggs, Linda*</i> , FSEC Liaison	SON	Voting
Bamford, Heather*	CCAS	Voting
Bracey, Christopher	Provost	Nonvoting
Brinkerhoff, Jennifer	ESIA	Voting
Cordes, Joseph*	CCAS	Voting
Ellis, Wendy	GWSPH	Voting
Gore, Angela*	GWSB	Voting
Harizanov, Valentina	CCAS	Voting
Hayes, Carol	CCAS	Voting
Houghtby-Haddon, Natalie	CPS	Voting
Khilji, Shaista	GSEHD	Voting
Kieff, F. Scott*	LAW	Voting
Minor, Sabrina	Interim Chief People Officer	Nonvoting
Nasser, Samar	SMHS	Voting
Pericak, Arlene	SON	Voting
Rau, Pradeep	GWSB	Voting
Storberg-Walker, Julia	GSEHD	Voting
Tekleselassie, Abe	GSEHD	Voting
Vyas, Amita*	GWSPH	Voting
Ward, Maranda	SMHS	Voting
Wirtz, Phil*	GWSB	Voting
Young, Heather	GWSPH	Voting
Zaghloul, Mona	SEAS	Voting

Athletics & Recreation

Member	Affiliation	Voting Status
<i>Kay, Matthew*, Chair</i>	SEAS	Voting
<i>Wei, Peng, Co-chair</i>	SEAS	Voting
<i>McHugh, Patrick*, FSEC Liaison</i>	GWSB	Voting
Cassar, Linda	SON	Voting
Cole, Keith	SMHS	Voting
Darcy-Mahoney, Ashley	SON	Voting
Jorgensen, Cory	CCAS	Voting
Julien, Andre	Athletics	Nonvoting
Levers, Kyle	GWSPH	Voting
Marsh, Toni	CPS	Voting
McDonnell, Karen	GWSPH	Voting
Padovano, Cara	SON	Voting
Quinlan, Scott	GWSPH	Voting
Tuckwiller, Beth	GSEHD	Voting
Vogel, Tanya	Athletics	Nonvoting
Wei, Peng	SEAS	Voting
Westerman, Beverly	NCAA Liaison	Nonvoting
Young, Heather	GWSPH	Voting

Educational Policy & Technology

Member	Affiliation	Voting Status
<i>Wagner, Sarah*, Chair</i>	CCAS	Voting
<i>Foster, Irene, Co-Chair</i>	CCAS	Voting
<i>Tielsch, Jim*, FSEC Liaison</i>	GWSPH	Voting
Amundson, Beth	Registrar	Nonvoting
Aviv, Eyal	CCAS	Voting
Badie, Sameh	SEAS	Voting
Baharu, Yordanos	LAI	Nonvoting
Beil, Cheryl	Assessment	Nonvoting
Beveridge, Scott	GSEHD	Voting
Bhati, Sue	SON	Voting
Choate, Thomas	GWSB	Voting
Cohen-Cole, Jamie	CCAS	Voting
de la Feunte, Maria	CCAS	Voting
Dimri, Manjari	SMHS	Voting
Edmundson-Wright, Georgette	Provost	Nonvoting
Ensor, Brian	IT	Nonvoting
Feuer, Michael	GSEHD	Nonvoting
Ganjoo, Rohini	SMHS	Voting
Goff, Jay	Provost	Nonvoting
Greiff, Tobias	ESIA	Nonvoting
Griesshammer, Harald*	CCAS	Voting
Grynaviski, Eric*	CCAS	Voting
Johnson, Jared	IT	Nonvoting
Kadrie, Mountasser	SMHS	Voting
Kern, Michael	IT	Nonvoting
Khilji, Shaista	GSEHD	Voting
Kim, Mikyong	GSEHD	Voting
Knestrick, Joyce	SON	Voting
Knudsen, Kevin	LAI	Nonvoting
Lipinski, Lisa	CCAS	Voting
Lotrecchiano, Guy	SMHS	Nonvoting
Murphy, Terry	Provost	Nonvoting
Phillips, Robert	CCAS	Voting
Pintz, Christine	SON	Voting
Posey, Laurie	SON	Voting
Price, Marie	CCAS	Voting
Quinlan, Scott	GWSPH	Voting
Robinson, Lilien	CCAS	Voting
Schultheiss, Katrin*	CCAS	Voting
Schumann, Mary Jean	SON	Voting
Schwartz, Lisa	SMHS	Voting
Seavey, Ormond	CCAS	Voting

Siczek, Megan	CCAS	Voting
Smith, Andrew	CCAS	Voting
Stoddard, Morgan	LAI	Nonvoting
Thorpe, Jane Hyatt	GWSPH	Voting
Toll, Ben	Admissions	Nonvoting
Trammel, Shauntae	IT	Nonvoting
von Barghahn, Barbara*	CCAS	Voting
Vyas, Amita*	GWSPH	Voting
Wilson, Arthur*	GWSB	Voting
Wirtz, Phil*	GWSB	Voting
Wolfe, Zachary	CCAS	Voting

Fiscal Planning & Budgeting

Member	Affiliation	Voting Status
<i>Cordes, Joe*</i> , Co-Chair	CCAS	Voting
<i>Kulp, Susan*</i> , Co-Chair	GWSB	Voting
<i>Roddis, Kim*</i> , FSEC Liaison	SEAS	Voting
Abramson, Jared	Financial Planning	Nonvoting
Anenberg, Susan*	GWSPH	Voting
Baird, Sarah	GWSPH	Voting
Biles, Brian	Emeritus	Voting
Borum, Marie*	SMHS	Voting
Clarke, Donald*	LAW	Voting
Cohen-Cole, Jamie	CCAS	Voting
Fernandes, Bruno	Treasurer	Nonvoting
Freund, Maxine	GSEHD	Voting
Gore, Angela*	GWSB	Voting
Gupta, Murli*	CCAS	Voting
Henry, Geneva	LAI	Nonvoting
Kadrie, Mountasser	SMHS	Voting
Keeney, Jonathan	SMHS	Voting
Kim, Mikyong	GSEHD	Voting
Lan, Tian	SEAS	Voting
Lang, Roger	SEAS	Voting
Massiah, Michael	CCAS	Voting
Morely, Brendan	CCAS	Voting
Murphy, Teresa	Provost	Nonvoting
Ogundiran, Najja	SEAS (Staff)	Voting
Schumann, Mary Jean	SON	Voting
Soghier, Lamia	SMHS	Voting
Spear, Joanna	ESIA	Voting
Tielsch, James*	GWSPH	Voting
Wilson, Arthur*	GWSB	Voting
Wirtz, Phil*	GWSB	Voting
Yezer, Anthony*	CCAS	Voting
Zeman, Robert*	SMHS	Voting

Honors & Academic Convocations

Member	Affiliation	Voting Status
<i>Schultheiss, Katrin*</i> , Chair	CCAS	Voting
<i>McHugh, Patrick*</i> , FSEC Liaison	GWSB	Voting
Abbruzzese, Jennifer	Provost's Office	Nonvoting
Friedman, Leonard	GWSPH	Voting
Hegarty, Paul	Events	Nonvoting
Ingraham, Loring	CCAS	Voting
Khamooshi, Homayoun	GWSB	Voting
Kieff, F. Scott*	LAW	Voting
Marsh, Toni	CPS	Voting
Schwindt, Rhonda*	SON	Voting

Libraries

Member	Affiliation	Voting Status
<i>Schwindt, Rhonda*</i> , Chair	SON	Voting
<i>Dugan, Holly</i> , Co-Chair	CCAS	Voting
<i>Agnew, Hugh*</i> , FSEC Liaison	ESIA	Voting
Abate, Laura	SMHS	Voting
Eakle, Jonathan*	GSEHD	Voting
Echevarria, Mercedes	SON	Voting
Faraz, Asefeh	SON	Voting
Henry, Geneva	LAI	Nonvoting
Joubin, Alexa Alice*	CCAS	Voting
Linton, Anne	Himmelfarb	Nonvoting
McGuire-Kuletz, Maureen	GSEHD	Voting
Pagel, Scott	Law Library	Nonvoting
Patel, Ashesh	SMHS	Voting
Peng, Yisheng	CCAS	Voting
Rodriguez, Ken	Law Library	Nonvoting
Scalzitti, David	SMHS	Voting
Telikicherla, Puja	CPS	Voting
Temprosa, Marinella	GWSPH	Voting
Thoma, Kathleen	SMHS	Voting
Warren, John	CPS	Voting
Wetenhall, Tanya	CCAS	Voting
Whitt, Karen	SON	Voting

Ilana Feldman will replace Hugh Angew as FSEC liaison and a voting member of the committee on January 1, 2023.

Physical Facilities

Member	Affiliation	Voting Status
<i>Grynaviski, Eric*, Chair</i>	CCAS	Voting
<i>Traub, John, Co-Chair</i>	CCAS	Voting
<i>Zeman, Robert*, FSEC Liaison</i>	SMHS	Voting
Amundson, Beth	Registrar	Nonvoting
Burnotes, Scott	Safety & Facilities	Nonvoting
Choate, Thomas	GWSB	Voting
Cox, Catherine	SON	Voting
Goodley, Baxter	Facilities	Nonvoting
Mannix, Joshua	SON Staff	Voting
Miller, Mallory	GSEHD Staff	Voting
Psek, Wayne	GWSPH	Voting
Reeves, Mark	CCAS	Voting
Rohrbeck, Cynthia	CCAS	Voting
Stein, Mary Beth	CCAS	Voting
Tielsch, Jim*	GWSPH	Voting

Professional Ethics & Academic Freedom

Member	Affiliation	Voting Status
<i>Orti, Guillermo*</i> , Chair	CCAS	Voting
<i>Houghtby-Haddon, Natalie</i> , Co-Chair	CPS	Voting
<i>Griesshammer, Harald*</i> , FSEC Liaison	CCAS	Voting
Abrams, Lowell	CCAS	Voting
Anderson, Suse	CCAS	Voting
Attia, Mina	GSEHD	Voting
Bhati, Sue	SON	Voting
Biles, Brian	SPH, Emeritus	Voting
Bracey, Christopher	Provost	Nonvoting
Clarke, Don*	LAW	Voting
Clayton, Jennifer	GSEHD	Voting
Cohen-Cole, Jamie	CCAS	Voting
Cseh, Maria	GSEHD	Voting
Darr, Kurt	SPH, Emeritus	Voting
El-Ghazawi, Tarek*	SEAS	Voting
Gastwirth, Joseph	CCAS	Voting
Glenn, Adriana	SON	Voting
Hovander, Elisa	CCAS	Voting
Jacobsen, Frederick	SMHS	Voting
Koch, Ulrich	SMHS	Voting
Kyriakopoulos, Nick	SEAS Emeritus	Voting
Meier, Joan	LAW	Voting
Munar, Wolfgang	SPH	Voting
Orti, Guillermo*	CCAS	Voting
Patel, Ashesh	SMHS	Voting
Robinson, Lilien	CCAS	Voting
Schwartz, Arnold	SPH, Emeritus	Voting
Sen, Sabyasachi	SMHS	Voting
Stein, Mary Beth	CCAS	Voting
Stoddard, Morgan	Library Staff	Voting
Waraksa, Elizabeth	LAI	Voting
Wasserman, Alan	SMHS	Voting
Weitzner, Richard	OGC	Nonvoting
Whitt, Karen	SON	Voting

Research

Member	Affiliation	Voting Status
<i>Sarkar, Kausik*, Chair</i>	SEAS	Voting
<i>McDonnell, Karen, Co-Chair</i>	GWSPH	Voting
<i>Marotta-Walters, Sylvia*, FSEC Liaison</i>	GSHED	Voting
Applebaum, Kate	GWSPH	Voting
Artino, Anthony	SMHS	Nonvoting
Baird, Sarah	GWSPH	Voting
Berg, Carla	GWSPH	Voting
Bosque-Pardos, Alberto	SMHS	Voting
Bukrinsky, Michael	SMHS	Voting
Cohen-Cole, Jamie	CCAS	Voting
Colby, Thomas	LAW	Nonvoting
Cornwell, Graham	ESIA	Nonvoting
Darcy-Mahoney, Ashley	SON	Voting
Downie, Evangeline	CCAS	Nonvoting
El-Ghazawi, Tarek*	SEAS	Voting
Engel, Laura	GSEHD	Voting
Entcheva, Emilia	SEAS	Voting
Freund, Maxine	GSEHD	Nonvoting
Hall, Alison	SMHS	Nonvoting
Hyder, Adnan	GWSPH	Nonvoting
Jeremic, Aleksander	CCAS	Voting
Joubin, Alexa Alice*	CCAS/ESIA	Voting
Kay, Matt*	SEAS	Voting
Kumar, Nirbhay	GWSPH	Voting
Kusner, Linda	SMHS	Voting
Lohr, Gina	Provost	Nonvoting
Mallinson, Trudy	SMHS	Nonvoting
Mazhari, Ramesh*	SMHS	Voting
McGuire-Kuletz, Maureen	GSEHD	Voting
McNelis, Angela	SON	Nonvoting
Medlej, Maroun	GWSB	Voting
Miller, Robert	SMHS	Nonvoting
Norris, Pamela	Provost	Nonvoting
Pintz, Christine	SON	Voting
Sommers, Hannah	Library	Nonvoting
Van Dam, Rob	GWSPH	Voting
Warren, John	CPS	Voting
Wei, Peng	SEAS	Voting
Yang, Jiawen	GWSB	Nonvoting
Yeung, Ellen	CCAS	Voting
Zhang, Grace	SEAS	Nonvoting

University & Urban Affairs

Member	Affiliation	Voting Status
Wilson, Arthur*, Chair	GWSB	Voting
Cohen, Amy, Co-Chair	CCAS	Voting
Gutman, Jeff*, FSEC Liaison	LAW	Voting
Attia, Mina	GSEHD	Voting
Bagby, Lisa	SMHS	Voting
Baird, Sarah	GWSPH	Voting
Batra, Sonal	SMHS	Voting
Diab, Khalil	SMHS	Voting
Dawn, Karen	SON	Voting
Ellis, Wendy	GWSPH	Voting
Luna, Samantha	CEPL	Voting
McPhatter, Renee	Gov. & Community Rel.	Nonvoting
Migliaccio, Gene	GWSPH	Voting
Miller, Mallory	GSEHD (staff)	Voting
Sullivan, David	SMHS	Voting
Teitelbaum, Joel	GWSPH	Voting
Trimmer, Leslie	GSEHD	Voting
Venzke, Margaret	SON	Voting
Ward, Maranda	SMHS	Voting
Zink, Christy	CCAS	Voting

*Faculty Senator

**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



Report of the Faculty Senate Executive Committee (FSEC)
May 6, 2022
Jim Tielsch, Chair

Incoming Reflections

First, I'd like to express my appreciation for the appointment to the FSEC and to chair its deliberations for the coming year. It is an honor to serve in this capacity.

In contrast to the very heavy and difficult load that Professor Wilson carried over the last 2 years under stressful circumstances, I'd like to express my optimism for progress in a number of areas for his coming year. These include:

- Further work to operationalize the principles of shared governance developed by the task force and endorsed by this body. In speaking with Chair Speights this morning, she was fully on board with this agenda. In response to the recommendations contained in the task force report and the senate resolution, she has already mentioned 3 areas where work should start as soon as possible: regular meetings of the BOT with FSEC both in-person when they are on campus and virtually at least every other month; the development of orientation materials for newly appointed members of the BOT, faculty, and mid-level and senior administrators that cover the responsibilities and cultures of these three groups of stakeholders; development of a set of characteristics desired in a new president of GW through an open process that will inform the position description and the work of the search committee. I am impressed with her openness and approach to collaboration with the faculty on the challenge of continuing to improve shared governance at GW.
- The presidential search. This is a critical appointment for the leadership of this institution as we enter our 3rd century. I think we should all be encouraged by the representation of the faculty on the search committee and the FCC. Thanks go to Kim Roddis for leading the FCC and I look forward to this search being as open as possible. Once the search website is open I encourage all members of the senate and other faculty to contribute their perspectives on what skills and characteristics our new president should possess. All nominations for consideration will also be accepted.

I'd also like to thank President Wrighton for his efforts to mend fences between the faculty and the administration, his leadership has been a breath of fresh air and he has accomplished a dramatic change in the tenor of our interactions with the administration.

This optimism does not underestimate the continuing work we need to do here at GW to realize the incredible potential of this institution. As a senate, we need to continue to have high expectations for performance of our education and research programs. We need to insist that the administrative functions of the university serve the agendas of the faculty and students and not be barriers to innovation. We need to work with the administration in incorporating a stronger vision for our

medical enterprise. And we need to address the long-standing need for rejuvenation of our campus facilities. Once a new president is in place, I'm sure a strategic planning process will be high on the president's agenda to prepare us for the next 100 years and I look forward to the senate and its committees working with the new administration on these important agendas.

Personnel Actions

There is one active non-concurrence before FSEC and no current grievances at the university.

Calendar

The next regularly scheduled meeting of the Faculty Senate Executive Committee is August 26, 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, ideally by August 19, 2022. The next regularly scheduled Faculty Senate meeting is September 9, 2022.



**Faculty Senate
Provost Bracey Remarks
May 6, 2022**

Good afternoon, everyone. Welcome to the end of a very busy but exciting semester. I know we are in the midst of finals, so I will keep my update short.

Welcome new senators

First, I would like to echo President Wrighton's welcome to the new Faculty Senators for the 2022-2023 academic year. I look forward to working alongside you all to advance our academic enterprise.

Spring Grades

A quick note on spring grades. It is very important that faculty submit grades as soon as possible after the completion of final exams. University policy requires that grades be submitted within five business days of the final. If the exam is held on the last day of finals (May 10), the grades must be submitted by **Tuesday, May 17**. They can be submitted online 24/7. Grades not being submitted on time can negatively affect a student's financial aid and academic standing and can delay the conferral of a student's degree. Please help us honor our commitment to offering students the best possible experience by meeting this deadline.

Dean Search Process Update

School of Nursing. We engaged a search firm in March 2022, and last month, the faculty members of the search committee were approved by the SON Faculty. We anticipate conducting candidate interviews this summer, and hope to name the next dean in the Fall.

We engaged a search firm to conduct the College of Professional Studies in March as well. That committee was more quickly constituted, and the search is a bit further along. We expect candidate interviews to occur this May and June, with a new dean named by the end of June.

Search committees for Provost Office positions

I also wanted to provide you with an update on the search for Provost office positions. Hopefully, you are well aware of the new roles posted in the Provost Office organization for which we are recruiting internally among tenured and full-time faculty. These are the vice provost for faculty affairs, vice provost for graduate and postdoctoral affairs, and the associate provost for undergraduate affairs and special programs. I sent a message to faculty last month alerting them to the postings in order to boost internal applications.

I am pleased to share the composition of the search committees for our internal searches.

Vice provost for faculty affairs

- John Philbeck
Professor, Cognitive Neuroscience, CCAS
- Charalampos (Harris) Mylonas
Faculty Senate; Associate Professor, Political Science & International Affairs, ESIA
- Vanessa Perry
Special Advisor to the Dean's Office; Professor, Marketing and Strategic Management & Public Policy, GWSB
- Terry Murphy
Senior Vice Provost for Academic Affairs
- Jennifer Abbruzzese
Director of Administration for the Provost Office

Vice provost for graduate and postdoctoral affairs

- Rumana Riffat
Professor and Associate Dean for Academic Affairs
School of Engineering and Applied Science
- Sarah Wagner
Faculty Senate; Professor of Anthropology, CCAS
- Jane Thorpe
Senior Associate Dean for Academic, Student and Faculty Affairs; Director, Healthcare Corporate Compliance Program; Professor, Health Policy and Management, SPH
- Terry Murphy
Senior Vice Provost for Academic Affairs
- Jennifer Abbruzzese
Director of Administration

In addition, we are conducting an external search for the *Associate provost for undergraduate affairs and special programs*

- Bethany Cobb Kung
Director, University Honors Program; Associate Professor, Honors and Physics
- Carly Jordan
Associate Professor, Biology, CCAS
- Kimberly Gross
Vice Dean for Programs and Operations; Associate Professor, Media and Public Affairs, CCAS
- Murli Gupta
Faculty Senate; Professor of Mathematics, CCAS
- Terry Murphy
Senior Vice Provost for Academic Affairs
- Jennifer Abbruzzese
Director of Administration

Vice Provost for Budget and Finance

- Joe Cordes - Co-Director, GWU Regulatory Studies Center
Professor of Economics, Public Policy & Public Administration, and International Affairs
The Elliott School of International Affairs
- Susan Kulp - Director, MBA Programs
Professor of Accountancy
The George Washington School of Business
- Terry Murphy
- Jennifer Abbruzzese

The committees anticipate conducting interviews in May. These are important roles in the provost organization, and we are eager to identify the best candidates who will assist with the growth of our academic and research enterprises and improve the quality of our student experience.

Commencement

A quick word on Commencement. As President Wrighton said, we are very excited for Commencement Week and the ceremony at the National Mall on May 15. I look forward to celebrating the Class of 2022 alongside our faculty, staff and university administration. Like President Wrighton, I am hoping to attend a few additional diploma ceremonies as my schedule permits.

Academic planning

I also want to provide you with an update on our academic planning effort. Earlier this semester, President Wrighton and I met with the deans to discuss academic priorities and to begin identifying budget themes and opportunities for pan-university initiatives that will distinguish the George Washington University. We organized these themes and ideas into a digestible document, and I have met several times with the deans to begin discussing these opportunities. The deans will meet with their faculty and advisory boards to discuss potential options, and then we will reconvene to begin making decisions about which ones will be pursued.

Some of the emerging themes:

- General Aspirations
 - Building a world-class faculty
 - Attracting the most qualified and diverse students
 - Advancing cross disciplinary engagement
- Operational Areas of Investment
 - Expanding online instructional offerings
 - Developing the classroom of the future
- Specific Programs/Initiatives
 - Penn West/Innovation District

- Public Policy (including STEM policy)
- Data Science
- Sustainability/Climate Change
- Equity and Social Justice

Research Showcase

We had a wonderful Research Showcase event in April. Approximately 400 undergrad, grad, and professional students participated in the virtual event to present their research, scholarship, and innovation. They received thoughtful feedback on their projects from faculty judges and honed their presentation skills. It was a demonstration of our commitment to advancing the research enterprise at all levels. We must continue to support these experiential opportunities so students may learn practical skills that will serve them well in their careers. I am deeply grateful to Vice Provost Pam Norris, the OVPR team, and all the faculty mentors and judges who made this event possible.

Diversity Program Review

The Diversity Program Review climate survey launched in April and has enjoyed a healthy response rate. Promotional materials were distributed to schools and colleges to assist with the promotion of the survey, which closes May 20. It takes 20 minutes to complete, so please take the time to complete the survey before it closes, and encourage all your colleagues and students to do the same. The survey is collecting critical information that will help inform our path moving forward. My thanks to Caroline Laguerre-Brown, Jordan West, and the whole Diversity Program Review Team for their continued efforts in this endeavor.

Moment of Reflection

As we close out the academic year, I hope that you all take a moment to reflect upon all that we have accomplished together this year. We returned to an in-person residential learning experience, and did so safely in the face of a lingering pandemic. We celebrated our bicentennial, and began our third century as a university. We supported one another, our students, and our staff who join our effort in ensuring that our students have an exceptional learning experience. We weathered a transition in leadership, worked collectively to improve shared governance, and are now restoring critical human resources and functionality that was lost during the pandemic. We have re-discovered our institutional north star – focused excellence in our academic programs of study and the knowledge production enterprise. We have done amazing things together this academic year. I encourage you to really take a moment to reflect on what we have achieved, and then let's commit to generating even greater institutional momentum.