



**MINUTES OF THE REGULAR SENATE MEETING
HELD ON SEPTEMBER 9, 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, Riddle, and Wahlbeck; Professors Agnew, Anenberg, Bamford, Borum, Briggs, Callier, Clarke, Cordes, Eakle, El-Ghazawi, Gore, Griesshammer, Grynawiski, Joubin, Kay, Kieff, Kulp, Marotta-Walters, Mazhari, McHugh, Mylonas, Olesen, Orti, Pittman, Roddis, Sarkar, Schultheiss, Schwindt, von Barghahn, Vyas, Wagner, Wilson, Wirtz, and Zeman.

Absent: Dean Matthew; Interim Dean Slaven-Lee; Professors Gupta, Gutman, Johnson, Schultheiss, Vonortas, and Yezer.

CALL TO ORDER

The meeting was called to order at 2:01p.m.

APPROVAL OF THE MINUTES

President Wrighton requested unanimous consent for the approval of the minutes. Professor Wirtz reserved the right to object, indicating that he had questions about the minutes he would like to ask before agreeing to unanimous consent. He referred to the footnote on page 3 of the minutes as revised on September 7, which comprises an addendum from Dean Bass on September 6 in response to her comments in the Q&A portion of her May presentation. While he appreciated Dean Bass's attempt to clarify her comments from the previous meeting, he expressed concern that this attempt did not clarify points that were misstated in that meeting. The addendum would seem, he noted, to trigger additional questions that would have been asked at the last meeting had this information been provided then.

In the addendum, Dean Bass noted that "certain debt held by the MFA had been forgiven by the university prior to her arrival at GW in January 2020" and that "any additional funds loaned to the MFA during her tenure, largely precipitated by the financial and operational crisis of the COVID pandemic on healthcare entities, are being repaid to the university in full, with interest." Professor Wirtz assumed that this was offered as a clarification to Professor Grynawiski's reference to the MFA debt and his question as to "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." According to the minutes, Dean Bass's response was that "no active funds flow from the university to the MFA" and that "the MFA has secured a line of credit with the university, which is a separate financial

piece.” Professor Wirtz noted that this response would seem to have led to a clarification of Dean Bass’s response to his own question regarding the line of credit—namely, its amount and whether it has been increased at all. He stated that he is therefore concerned about the proposed clarification to the minutes as it seems to trigger some questions that would have been asked at the last meeting, such as:

- What is the current debt owed by the MFA to the university?
- How is this debt being repaid (out of the line of credit, cash reserves, or another source)?
- What is the amount of the MFA’s line of credit and how much has it been drawn upon?
- How much debt did the MFA incur in the last fiscal year (numbers from the previous two fiscal years together indicate approximately \$88 million in debt)?

President Wrighton noted that the concerns raised do not address the question at hand, which is to indicate whether the minutes accurately reflect what was said at the meeting. Professor Grynawski expressed that the footnote, coming four months after the meeting, would seem to be out of order as it allows the addition of unilateral statements that were not made at the meeting; such statements prevent the Senate from having the types of questions answered that Professor Wirtz just asked. President Wrighton suggested that the footnote to the minutes be removed to address this issue.

President Wrighton requested and obtained unanimous consent to strike the footnote. The [minutes](#) of the May 6, 2022, Faculty Senate meeting—with the footnote removed—were then approved by unanimous consent. Professor Wrighton added that a fulsome discussion of the medical enterprise finances would be brought to the Senate later this semester.

PRESIDENT’S REPORT (Mark Wrighton, President)

The President opened his report by announcing that \$54 million will be directed to fund 14 new endowed professorships across the university to support the academic medical enterprise. These funds, now in the endowment, stem from sale of GW’s 20% interest in the George Washington University Hospital. The President noted that this is one of the most significant single investments in university history to support its faculty. The 14 professorships will be established in schools across the university and will support a broad range of disciplines. Nine of the professorships will be created in the School of Medicine & Health Sciences (SMHS), one each in the Milken Institute School of Public Health (GWSPH), the School of Nursing (SON), two in the Columbian College of Arts & Sciences (one in chemistry and one in biology), and one in the School of Engineering & Applied Science (in biomedical engineering).

The President affirmed his previous statements that this area is one where he would like to see the university quicken its pace of progress, and 14 new endowed professorships will provide significant momentum and resources to attract distinguished individuals to support the university’s efforts in education, research, and clinical care. President Wrighton acknowledged the many members of GW’s faculty and leadership for their work over the years to build the hospital into a successful health care organization that has now enabled the university to have the funding to reinvest in the future of the academic and clinical mission through these professorships. Over the coming months, the university will begin searches in collaboration with Dean Bass, working with the deans of other schools as well as other academic leaders. The first professorship hire in SMHS will be announced

this fall. The President noted that the faculty are key to GW's mission of education, research, and patient care, and endowed professorships are critical to the university's recruiting efforts and ability to further its mission.

The university has welcomed a great group of new undergraduate, graduate, and professional students this fall, and President Wrighton reported he has had opportunities to meet virtually all of them in a variety of early semester events. He noted that the undergraduate students are extremely enthusiastic and that 820 of them now live across the street from him in the newly renovated Thurston Hall. He relayed how much he enjoyed the orientation event hosted by Daniel Pink on his book *The Power of Regret*, which new first-year and transfer students were invited to read prior to the event. President Wrighton noted that this was one of the best orientation events he has ever experienced. Additionally, he reported a very successful Convocation and Welcome Day of Service, the latter of which saw GW students making contributions across the DC area. He also very much appreciated being involved with the Provost-led orientations for new faculty and new academic leaders.

This morning, the President noted, he attended the celebration of the 50th anniversary of the founding of the Biostatistics Center. This extraordinary research center—the largest at GW—is led by Dr. Scott Evans, who gave an overview of the Center's impressive efforts in conducting critical research and preparing future leaders.

Professor Wirtz commended President Wrighton on the new endowed faculty positions, noting that nothing can be more important than strong faculty hires. However, he expressed some concern that, of the 14 new positions, nine will be in the school of Medicine & Health Sciences (SMHS). Referencing the concerns he expressed earlier about the financial stability of the MFA, he asked whether the authorization of these additional positions in SMHS makes sense when the university seems to be simultaneously mounting a very large debt within the MFA. He asked whether some of these funds should be associated with drawing down this debt. He asked the President if he might shed some light on this question and on the extent to which faculty have been involved in the decision regarding how the \$54 million is to be utilized.

President Wrighton responded that supporting faculty is one of the most important priorities GW should have; the \$54 million is a permanent endowment, with its expendable income to be used in support faculty who will contribute to the academic medical initiative. This includes recruiting faculty in SMHS who will be clinicians and active in patient care as well as individuals who will be active in the education and research missions of university. The endowment's spendable income will be applied to compensation, which is a critical element of the support needed to expand the scope and impact of clinical medicine at GW. Other areas of the university (public health, nursing, chemistry, biology, and biomedical engineering) will also make important contributions with new faculty that will advance the university's mission. He recalled saying to the Faculty Senate Executive Committee (FSEC) at his first meeting with that group last January that the Cancer Center would be an extremely important piece of this equation, as excellent cancer centers draw in faculty from other parts of a university (those mentioned above) beyond medical schools. In this vein, the President noted that he consulted with university leadership and received support from the Board's Executive Committee prior to making this commitment.

Professor Wirtz responded that it would be irresponsible of him as a Faculty Senate member not to express his concerns over what he suspects is now a more than \$100 million deficit in the MFA. He

recalled President LeBlanc telling the Senate two years ago that the university was on its way toward breaking even in the MFA, and this has obviously not happened yet. He noted his worry that GW will no longer be able to engage in important initiatives for the full academic community if this deficit is not properly addressed. The President repeated his earlier comment that a fulsome discussion of the MFA's finances will take place in the Senate this fall.

(During the following agenda item, Professor Griesshammer raised a point of order, noting that he was in the question queue following the President's report but that the President moved ahead in the agenda without clearing that queue. He asked whether his question would be addressed in this meeting. President Wrighton responded that he would be happy to hear Professor Griesshammer's question following the remainder of these four introductory remarks, and he recognized Professor Griesshammer following Vice President Minor's remarks.)

Professor Griesshammer noted that it would be very helpful for the Senate to have another briefing on the MFA and hospital deals and the soundness of the MFA's finances at the next Senate meeting. In addition, it would be useful to hold briefings ahead of that Senate meeting (on possibly confidential issues) with FPB and perhaps FSEC so that the presenter will have time to address questions from those groups prior to speaking to the Senate in October. He asked the President to commit to briefing the appropriate entities of the Senate well ahead of the next Senate meeting on these matters. He also encouraged the responsible administrators to remain for the duration of discussions in the Senate.

Second, he asked what process was used to decide to which schools and departments the new endowed chairs would be allocated. He noted that he was not aware of a soliciting of ideas from the life sciences departments on how endowed chairs in life sciences could be most advantageously used.

The President responded that FSEC will meet ahead of the October Senate meeting to help lead into a fulsome discussion of the medical enterprise finances. In response to Professor Griesshammer's second question, he noted that he has a great deal of experience in terms of the areas where the departments of a comprehensive university can make important contributions toward advancing a medical enterprise. This experience includes working with the from-scratch development of a very large cancer center. He noted that GW has all the necessary ingredients in place and that he believes the university has resources in the existing faculty to assist in this endeavor. With these new endowment funds, the university has an opportunity to recruit faculty who will be focused on expanding the scope and quality of what GW endeavors to do in terms of its academic medicine initiative; these faculty will be involved in the specific units mentioned earlier.

He noted that he spoke with the Provost, who in turn spoke with the deans, and he also consulted with Dean Bass (who leads the MFA) and the Board. He noted his confidence that these investments will yield excitement about the prospect of expanding GW's efforts in academic medicine. These new colleagues will add significantly to GW's missions of education, research, and clinical medicine and will raise national consciousness around what the university is aspiring to do in this area. The President noted that he has not taken a poll of faculty or consulted widely with faculty who are not involved in the academic medicine initiative, but he affirmed that he brings a lot of experience and understanding of what it will take to move GW forward, especially in the clinical area. He added that it can be challenging to recruit faculty who are well established and successful elsewhere and that this will require a full-court press in terms of recruiting efforts.

Professor Griesshammer asked whether there is a sentiment that these 14 endowed positions are counted toward MFA's debt to university. The President reiterated that the \$54 million (which has now been deposited into the university's endowment) will support programs for each of the new professors. In addition to SMHS, GWSPH, CCAS, SEAS, and SON will receive benefits in terms of their finances and will at same time have the opportunity to recruit outstanding faculty members.

Professor Cordes added that, while additional information is needed to fully understand this, the existing debt of the MFA (which is a separate entity from SMHS and GW) is distinct from the \$54 million for endowed professorships. The President further noted that the \$54 million was wired to the university when it closed on its agreement with Universal Health Services. As noted in his report, these are funds provided in exchange for GW's 20% share in the hospital.

Professor Eakle noted that he worked on cross-disciplinary professorships at Johns Hopkins University prior to coming to GW. He encouraged the inclusion of the Graduate School of Education & Human Development (GSEHD) in this cross-disciplinary effort, recommending that medical faculty cross school boundaries into GW entities like GSEHD as part of their charge.

SENIOR ADMINISTRATIVE LEADER INTRODUCTIONS (Mark Wrighton, President)

President Wrighton introduced the following new senior administrative leaders and invited each to make brief remarks:

- **Sharon Paulsen** is GW's new Executive Vice President & Chief Administration Officer (EVP/CAO) and the first person to hold the position of Chief Administration Officer at the university. She is extremely talented and comes to GW with several decades of experience at premiere institutions including the University of Minnesota (where she was associated first with the law school and then became the chief of staff to the Provost at this extraordinarily large research university) and the University of Vermont (where she was the chief of staff to the president and vice president & general counsel). She has met with key members of the GW community and is off to a great start. President Wrighton described her position as the analog of the Provost: the Provost is responsible for all matters academic, and EVPP/CAO Paulsen is responsible for all matters administrative.

EVP/CAO Paulsen noted that she is honored to meet with the Senate today. She stated that she loved her job at the University of Vermont job and was aware that GW had experienced challenges recently; however, she was also long aware of GW's excellence, unique status as a comprehensive research university in nation's capital (and the special opportunities that provides). She stated that she believes the university has potential to achieve even greater excellence as it enters its third century and finds the opportunity to join this endeavor very exciting. She noted that she is currently on a listening and learning tour, in both her reading materials and her meetings across campus. She emphasized that she read the work of the shared governance committee before accepting GW's offer of employment. She noted that faculty are the core of the university—GW's academic leaders and producers—and play an important role beyond the individual classes they teach. She reported that she has seen this up close in her previous roles in Minnesota and Vermont and was heartened to read a

document endorsed by the Board and the administration that recognizes the importance of the faculty voice. She noted that she views her job now as partnering with the Provost—in consultation with the deans and the faculty—to ensure the academic mission and goals receive the support and resources they need in an efficient and effective way.

- **Bruno Fernandes** is GW's new Vice President, Treasurer, & Chief Financial Officer (VPT/CFO). Bruno is a continuing leader at GW and is very experienced in the area of finance as well as real estate, a key concern for the university. The President noted that he has also appointed Mr. Fernandes to be his designated executive on the MFA Board; he is also serving as Treasurer of the MFA as a member of that board and will be extremely familiar with the MFA finances.

Vice President Fernandes thanked the Senate for their welcome, noting that he joined GW in April as Treasurer and has thus far found his transition into the CFO role to be fairly smooth. It has been a busy summer, as his office puts the finishing touches on the FY23 budget, works to close the FY22 budget, and works to complete the audited financial statements completed over the next couple of weeks; he added that he expects to share these results with the Senate and the GW community in the very near future. Soon after this, he will kick off the FY24 planning process. He noted that he will be a regular participant with the Fiscal Planning & Budgeting (FPB) committee, along with Neena Ali, the University Controller; he expected that Ms. Ali will be a great addition to the committee. He is looking forward to providing FPB with regular updates on both GW and MFA finances. He stated that he looks forward to working with all to make the academic and fiscal year a success.

- **Ellen Moran** is GW's new Vice President for Communications & Marketing and comes to GW from the University of Pittsburgh, where she served in this capacity as well. President Wrighton noted that she has become immediately involved; she and her team wrote today's announcement about the 14 endowed professorships, and the President reported he has already had one public media interview about this with an organization who received the announcement under embargo. President Wrighton noted that she was also involved with President Obama's administration, responsible for setting up the President's communications system. She brings a great deal of experience to this position.

Vice President Moran noted that she was eager to come to GW and has been very gratified by the welcome she has received in the three weeks since she began her position. Like EVP Paulsen, she stated that she is also on a listening tour, first within the communications and marketing office and then with the deans and other university leaders, expressing that she is looking forward to meeting and working with the broad university community. She added that the past few years have been rough for the country and the world. There is much to admire at GW, and, as someone responsible for telling compelling stories about the work being performed at the university, she is very eager to help tell these stories and buttress GW's reputation.

- **Sabrina Minor** is now GW's Vice President for Human Resources, having served in this role on an interim basis prior to this appointment. President Wrighton recalled being very impressed with her when he first met her last fall when he was becoming educated about the

university. She has been a very effective leader, sensitive to the needs of all of GW's employees.

Vice President Minor noted that she has been at GW for almost a decade and that her perspective has been refreshed as she has taken on this role. She expressed her interest in observing and working with an administration that listens. It is key, she stated, that the administration take the time to listen and engage on issues and decisions; the fact that this is happening at GW needs to be communicated across the full university community. She stated that she is looking forward to making GW one of the best places to work and a destination that staff actively choose for employment.

SENIOR ACADEMIC ADMINISTRATIVE LEADER INTRODUCTIONS (Chris Bracey, Provost)

Provost Bracey noted that one of his office's most important accomplishments in recent months has been filling a number of critical leadership appointments in the Office of the Provost that will further enhance the student, faculty, and academic staff experience and enable GW to continue fulfilling its academic mission. He noted that he is especially proud that these were all internal appointments—faculty and staff with years of service to The George Washington University. They have already proven to be excellent partners and members of the provost senior staff, and he looked forward to their continued work together.

He introduced each and invited them to say a few words about their initial thoughts and impressions.

- **Geneva Henry** has been a member of the provost leadership team since 2013 and most recently has served as Dean of Libraries and Academic Innovation. She has taken on the additional role of Vice Provost for Libraries and Information Technology, where she leads GWIT, oversees the transition of GW's IT infrastructure, and works to align IT more closely with the university's research, education and clinical services.

Vice Provost Henry stated that she is excited to continue working with the university in this capacity, noting that her background is in IT. GW's IT staff is a strong team facing many challenges. She noted that the office is off to a smoother start than last fall but is not without hiccups; there will always be challenges, but she promised responsiveness to issues as they arise, and she asked for patience when encountering difficulties. She added that she is particularly attentive to critical issues such as data privacy and workstation delivery. External constraints (e.g., supply chain) continue to create uncertainty as well. She noted that she is very sensitive to these issues, in particular the balance between where GW can use data from a digital transformation perspective and a respect for privacy. She expressed that GW's IT staff is phenomenal and very motivated to help support the GW community.

- **Colette Coleman** is GW's new Vice Provost for Student Affairs and Dean of Students. She works closely with leadership to provide a holistic, world-class student experience that focuses on student success in and out of the classroom. She most recently served as

Associate Vice President for Student Affairs and has over a decade of experience at the university in progressively responsible administrative roles.

Vice Provost Coleman noted that she is very excited to work with everyone this year. GW welcomed 6800 students back to campus over the course of nine days of move-in last month. This year's move-in felt very different from last year, with students enjoying an increased ability to move around campus and engage in social activities. This has had a positive impact on students' mental health and wellness, and she reported that students are showing up for campus programs in high numbers. She stated that she sees a big opportunity for building community and a sense of "pride in place" about GW for students, encouraging them to take care of themselves and each other as part of that community. This will require partnerships across the university, including with the faculty.

- **Emily Hammond**, GW's new Vice Provost for Faculty Affairs, joined the GW Law faculty in 2014 and has held numerous administrative roles at the school. They oversee the needs and well-being of faculty at all stages of their career and will work with campus leaders to build an academic culture of excellence rooted in faculty accomplishment.

Vice Provost Hammond reported that she welcomed about 100 new full-time faculty and 75 new academic leaders in a series of orientations two weeks ago; Professor Tielsch also addressed these groups to provide an overview of the shared governance principles developed through very hard work last year. Today, she noted, her office launched a new cohort of GW's Academic Leadership Academy, and it was exciting to see representatives from all of the schools coming together to deepen their leadership practice and development in a real commitment to GW. By the end of this year, 60 people will have gone through this program. The Society of the Emeriti will kick off its year soon, and the faculty awards ceremony is coming next month. She added that she is looking forward to partnering with the Senate on shared priorities for the coming year and beyond and with others on the Provost's team.

- **Suresh Subramaniam**, a faculty member in the Department of Electrical and Computer Engineering since 1997 and recently department chair, is GW's new Vice Provost for Graduate and Postdoctoral Affairs. He leads the university's commitment to strengthening the graduate and postdoctoral student experience, including a new Office of Postdoctoral Affairs.

Vice Provost Subramaniam stated that he is honored to serve as the inaugural Vice Provost for Graduate and Postdoctoral Affairs and was delighted when the position was announced last spring. Seeing a tremendous opportunity to make a positive impact on the graduate student's education and experience at GW, he noted that substantial resources will be needed to achieve that. He has made connections with other leaders in the Provost's Office and will shortly be meeting with deans; he has also formed a council of graduate deans that will meet twice a month and help inform his office's decisions and actions. He added that he is currently working on staffing up his office to ensure students are served efficiently and in a timely fashion. Finally, he noted that the post-doc appreciation day will be held on September 22, and he invited all faculty to attend in support.

- **Jeffrey Brand** is GW's new Associate Provost for Undergraduate Affairs and Special Programs. He has been a faculty member in the Department of Philosophy since 2002. In his new role, he oversees the Honors Program and Women's Leadership Program, as well as other central initiatives that promote improvements in undergraduate education.

Associate Provost Brand noted that some will remember him as the Associate Dean for Graduate Studies in CCAS and that, years before that, he was a member of the Faculty Senate. He stated that he has returned to administrative work because he believes that, in President Wrighton and Provost Bracey, GW has leaders who are committed to shared governance, transparency, and respectful consultation with faculty; they are also committed to prioritizing equity, access, and excellence for all of GW's students. He expressed that he was interested in this role in particular as an opportunity to have a broader impact on the undergraduate experience, adding that this generation is dealing with a great deal, from the pandemic to a rapidly changing job market to mental health challenges, climate issues, the complexities of generational politics, and the never-ending impact of the internet. He noted that he is available to support, collaborate, and consult with faculty, staff, and the administration; he expects to work especially closely with the associate deans, the advising staff, the Registrar, and the Division of Student Affairs. He expressed excitement about the Provost's priorities this year and about improving students' holistic experience (e.g., registration, advising, and the academic departments). He added that he is also committed to the academic medical enterprise and to making GW a destination university for undergraduates who are considering careers in medicine or other health professions. In closing, he emphasized that, as a philosopher and lawyer by training, he believes in the power of constructive dialogue. He encouraged the Senate members and their constituents to contact him on any matters related to undergraduate academic affairs.

- **Liesl Riddle** is GW's new Dean of the College of Professional Studies (CPS), taking the reins from Interim Dean Melissa Feuer, who positioned CPS for success over the last two years. Liesl has over 20 years of faculty and administrative experience in GW's School of Business. As dean of CPS, Liesl oversees more than 20 graduate and bachelor's completion programs, as well as several innovative schools and centers, including the Graduate School of Political Management, the Center for Excellence in Public Leadership and the Cyber Academy.

Dean Riddle stated that it is an honor and a pleasure to make the transition from the GW School of Business (GWSB) to CPS, where the entire college has examined the DC marketplace and identified unique niche areas for degree programs that attract a diverse body of students who then make a real impact in the local economy. In CPS, there is a wide range of programs, from cybersecurity to paralegal studies to political management, and more. She added that she looks forward to creating relationships between CPS and other GW schools if they don't exist already and strengthening those that do.

Provost Bracey thanked everyone for their remarks, noting that this team is high in morale, energy, and enthusiasm and is committed to advancing GW's mission.

DEMO: Virtual Voting System (Jenna Chaojareon, Senate Office)

Ms. Chaojareon described a new voting technology that the Senate staff feels will serve the Senate's virtual voting process better than the process used to date. This is already an enterprise technology at GW and therefore will not cost the Senate or administration any funds to implement. FSEC tested this technology at its August meeting, in particular trying to "break" the system and vote fraudulently (efforts that were unsuccessful). and endorsed it for a full Senate demonstration at today's meeting. The [attached](#) slides contain a brief overview of the technology. Ms. Chaojareon conducted a successful test vote.

Following a short discussion, the main remaining issue to be resolved before implementation is the ability to relatively quickly post a tallied vote by Senator in order to comply with the requirement that Senate votes be made public during the Senate meeting in which they are taken. This is currently possible, but the displayed text is quite small; the Senate staff will work to develop a way to improve this.

INTRODUCTION OF RESOLUTIONS TO BE REFERRED TO COMMITTEE

No new resolutions were introduced at the meeting.

GENERAL BUSINESS

- I. Nominations for Membership to Senate Standing Committees
The [attached](#) slate of committee nominations was approved by unanimous consent.
- II. Senate Standing Committee Annual Reports Received
No reports were received ahead of today's meeting.
- III. Report of the Executive Committee: Professor Jim Tielsch, Chair
Professor Tielsch's FSEC report is [attached](#). President Wrighton noted that he looks forward to setting the agenda for the upcoming joint meeting of the Faculty Senate and Board of Trustees Executive Committees on October 6.
- IV. Provost's Remarks
The Provost's remarks are [attached](#).

BRIEF STATEMENTS AND QUESTIONS

Professor Gore noted that she would like to see broader faculty representation on any university committee making medical mandate-related decisions (e.g., masks) as well as a broader discussion of the pros and cons of these decisions and policies. Given the endemic nature of COVID-19 and the vastly increased knowledge base around managing the virus, she hoped the university might be able to move away from handling these issues in an emergency status to a more steady-state approach with broader representation and discussion around what is driving these policies. For example, she noted that GW opted to continue its mask mandate when the District ended theirs despite

longstanding communication that it would follow the District and CDC guidance on these matters. She stated that—if the university wants to continue this route of setting policies on its own instead of adhering to District and CDC policies (which, she noted, is a perfectly acceptable route to take)—a broad range of viewpoints would be valuable.

President Wrighton responded that these questions and suggestions are very timely with today's revised mask mandate statement. He noted that GW's Medical Advisory Group (chaired by infectious disease expert Dr. David Diemert and staffed by those with expertise in public health) has had as its decision driver the safety, health, and well-being of the members of the GW community and has provided very good advice. The President stated that he would review the membership of this committee with a view to Professor Gore's question. Noting that there are other issues that would require the attention of the Medical Advisory Group (e.g., new vaccinations, monkeypox), he stated that now may nonetheless be the time to have a more fulsome discussion of how ongoing public health requirements are handled on campus.

Professor Griesshammer expressed his appreciation for the new administrative structures put in place over summer, noting that they all make a lot of sense and set up a good future structure for the administration. Understanding that it will take time for all of these people to find their place and identify problems (both new and old) and that a new president can be expected to be hired relatively soon, he asked how the university can make sure that the next administration will continue profiting from the leadership changes that have been implemented this year, rather than subjecting the institution to another case of whiplash around restructuring.

President Wrighton responded that he believes the university has a great leadership team in place, which will be a gift to his successor as the individual selected to be GW's next president will not have to focus on filling many leadership roles. Instead, they will be working with a group of diverse and extremely high-quality people who are equally committed to advancing the university; these are also individuals who have proven they are flexible with different working styles. The President noted that he is grateful for the commitments these leaders have made and expressed his view that the new president will be able to get off to great start with this team in place. Professor Tielsch added that the Presidential Search Committee (PSC) has heard Professor Griesshammer's message loud and clear from many people and that this issue is foremost in the committee's mind as it proceeds.

Professor Schultheiss responded to the Provost's delineation of his office's themes and priorities, noting that she was disappointed to hear this list—not because these are not worthy goals but because they are not unique to GW, and distinctiveness will not come from these goals. Further, as an historian, she noted that it seems clear from recent Senate meetings that the humanities play a small role in what is ostensibly a comprehensive university. She encouraged the administration to remember that a research-intensive university includes the humanities and to remember GW's traditional strengths and not just its aspirational strengths.

President Wrighton responded that the administration should be very mindful of these comments. He added that he is very proud of some things taking place this fall, noting that he participated yesterday in a special exhibition at the Textile Museum where he underscored the importance of original scholarship, including in the arts and humanities. He also recently visited with Professor Maida Withers and spoke about the long history of dance at GW; a celebratory gala for 50 years of dance at GW will be held at the Corcoran School of Arts & Design (CSAD) on October 7. In addition, he recently met with Provost Bracey and Senior Vice Provost Murphy to discuss

opportunities that might take advantage of initiatives that would engage those in the humanities with work internationally.

Professor Wilson commented in support of Professor Gore's suggestion on a wider discussion of the Medical Advisory Group's work. He wondered if a representative from this group might be invited to speak to the Senate in the near future to discuss their work and these questions. The President responded that he would consult with FSEC to see if this might be placed on an upcoming agenda.

Professor Grynawski echoed Professor Schultheiss's point about the humanities and asked whether the Provost's three strategic priorities have muscle behind them and how any resource tradeoffs will be handled. Especially coming out of the pandemic, he noted, GW has more students than ever before, and schools working to handle the surge in undergraduates are stretched more than they have been before. As well, there is increased demand for courses and student services, and this places a burden on GW's limited resources. Secondly, he noted that one central issue during the last administration was that President LeBlanc would claim to have consulted the faculty, when in fact he would brief FSEC alone on an issue and then swear FSEC to secrecy. This created a very awkward position for all involved (the Senate, FSEC, and the administration) and prevented transparency. He affirmed from today's discussion that the Senate is, as a whole, very interested in and available to discuss and work on questions around important issues such as the university's medical enterprise. He hoped, therefore, that the administration would ensure that issues such as this are approached in the most inclusive and transparent way possible with the full Senate, as opposed to only FSEC (part of whose role is to take actions when the full Senate is not available to do so).

President Wrighton responded that he regards each Senate member as a key contributor to the potential for moving the university forward. He indicated that a look at the university's consolidated financial statements point to the importance of clinical medicine at GW, and he expressed his gratitude for Dean Bass's dedicated leadership in this area. The university does not have unbridled resources and faces challenges like every other college and university. The challenge is to set priorities and then devote both human and financial resources to do the best job possible achieving those priorities.

Professor Joubin followed up Professor Schultheiss's call for support of the humanities, noting that the arts and humanities play a key role in advancing social justice, equity, and inclusion. The university would do well to strengthen its support of the humanities, because these disciplines represent GW's core values and attract students to GW's strategic location in Washington, DC.

ADJOURNMENT

The meeting was adjourned at 4:22pm.



Faculty Senate

Microsoft Forms Voting Tool

- Simplify voting process
- Fully supported by GW IT
- Voting screen will be accessed through a link in the meeting chat

Non-senators who click on the voting link will be met with this screen:



You don't have permission to view or respond to this form

[Technical details](#)

Microsoft Forms Access

- Accessed through GW's One Identity Management System
- Users must be signed in through this system on their browser using their GW UserID and password
- More information can be found on the GW IT website:
<https://it.gwu.edu/identity-and-access-management>



Faculty Senate

Nominations to Faculty Senate Standing Committees September 9, 2022

Nonvoting standing committee appointments do not require Faculty Senate approval and are listed below for informational purposes.

Appointment, Salary, & Promotion Policies

Emily Hammond (Vice Provost) *nonvoting*

Athletics & Recreation

Colette Coleman (Vice Provost and Dean of Students) *nonvoting*
Kurt Johnson* (SMHS)

Educational Policy & Technology

Jeffery Brand (Assoc. Provost) *nonvoting*
Tobe Frierson (Dir. Strategic Enrollment Management Services) *nonvoting*
Geneva Henry (Dean and Vice Provost) *nonvoting*
Suresh Subramaniam (Vice Provost) *nonvoting*

Fiscal Planning & Budgeting

Neena Ali (University Controller) *nonvoting*
Ramesh Mazhari* (SMHS)

Honors & Academic Convocations

Emily Hammond (Vice Provost) *nonvoting*

Physical Facilities

Mary DeRaedt (GSEHD)
Sarah-Kay Hurst (CCAS)
Joan Kester (GSEHD)

Professional Ethics & Academic Freedom

Emily Hammond (Vice Provost) *nonvoting*

Research

Suresh Subramaniam (Vice Provost) *nonvoting*

University and Urban Affairs

Helen Cannaday Saulny (Community Engagement)

*Faculty Senate member



Faculty Senate

Report of the Faculty Senate Executive Committee (FSEC)
September 9, 2022
Jim Tielsch, Chair

Faculty Consultative Committee

Due to a personnel change in the school, the College of Professional Studies (CPS) has elected a replacement member to the Faculty Consultative Committee (CPS). Lawrence Parnell was elected this week and will begin service on the FCC immediately.

Board Meetings

The Board of Trustees Committee on Academic Affairs will meet on September 23, 2022, and, as they do at every meeting, will receive a report on Senate activities.

In accordance with the recommendations included in the Statement of Principles and Recommended Mechanisms to Strengthen Shared Governance at the George Washington University that was approved by the Board at its May 2022 meeting, FSEC will be meeting with the Board's Executive Committee on a regular basis. The meetings for the 2022-2023 academic year have been scheduled for October 6, February 23, and May 18.

Faculty Assembly

The Faculty Assembly is scheduled for Monday, October 24, at 4pm; meeting details will be forthcoming.

In response to the proposed amendments to the Faculty Organizational Plan (FOP) drafted by the Professional Ethics & Academic Freedom (PEAF) committee that was tabled at last spring's Senate meeting over issues related to membership in the Faculty Assembly, I have convened an ad hoc group composed of multiple stakeholders to propose language in the FOP regarding membership eligibility. This group is charged with developing appropriate language that is clear, unambiguous, and fair to all members of our faculty. They will submit this proposal to PEAF for their consideration in a second draft of amendments to the FOP. The membership includes:

- Robert Zeman, Senate representative from SMHS
- Guillermo Orti, Senate representative from CCAS & PEAF Co-Chair
- Phil Wirtz, Senate representative from GWSB
- Linda Briggs, Senate representative from SON
- Jim Tielsch, FSEC Chair
- Emily Hammond, Vice Provost for Faculty Affairs (non-voting)
- Yolanda Haywood, Senior Associate Dean for Diversity & Faculty Affairs, SMHS (non-voting)

- Richard Weitzner, Deputy General Counsel (non-voting)
- Sarah Binder, Senate Parliamentarian (non-voting)

Upcoming Senate Reports

FSEC expects to place two reports on the October Senate agenda:

- A report from Bruno Fernandes on the new MFA agreement; and
- An update from Presidential Search and Faculty Consultative Committee representatives on the presidential search.

Personnel Actions

There is one active grievance at the university in the Graduate School of Education & Human Development. The parties are executing the mediation agreement and will then start mediation.

Calendar

Due to a conflict with the Board meeting cycle, the February FSEC meeting has been rescheduled to February 17, 2023.

The next regularly scheduled meeting of the Faculty Senate Executive Committee is September 30, 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 September 23, 2022. The next regularly scheduled Faculty Senate meeting is October 14, 2022.



Provost Remarks

Hopefully, you all had a chance to read the community message I sent out a few weeks ago. I wanted to set the tone for the academic year by emphasizing that academic excellence remains our goal as a university and that we are on a path of incredible momentum, thanks to the continued hard work of our students, faculty, and staff.

Move-in

Move-in went quite smoothly. We retained the staggered move-in structure that we adopted during the pandemic to smooth the increase in population density on campus when we were concerned about the spread of Covid. Though we were less concerned about Covid transmission this year, we found that this staggered approach reduced congestion, density, and anxiety aligned with the move in process. Parents and students reported a more relaxed move in process, and I personally witnessed this as I toured the campus on first year move in day.

Registration

I was able to speak to many students that Sunday and was pleased to learn that nearly every freshman was able to register and obtain the courses they needed -- despite the additional students enrolled. I want to thank Terry Murphy and the deans for working to add additional sections and instructors to ensure that we could accommodate all students and provide optimal "overcapacity" to ensure that students could easily drop and add courses without having to completely rework their entire schedules.

Convocation

We had a wonderful convocation ceremony on August 27, and I want to thank those who were able to join us for this event. The students enjoyed their first academic ceremony, along with a day of service.

New Faculty Orientation/New Academic Leadership

I also want to highlight that we held a two-day orientation for new faculty and new academic leaders in the days immediately prior to the start of the academic year. The first day combined both cohorts in sessions designed to provide them with need-to-know information regarding the university and essential resources that are available. The second day provided more specialized orientation to each cohort -- for faculty, the focus was on university resources available to support their teaching and research activities, and for the leaders, focused conversation and skills training on effective leadership in an academic environment. I want to give a special thanks to Emily Hammond and the faculty personnel team who stepped up and ensured a seamless orientation despite several covid-related absences.

IT Update

Since IT was migrated over to the provost division, Geneva and her team have been hard at work filling the gaps and prepping the campus for the year. This included workstation refreshes as well as classroom technology preparation and all of the enterprise IT work behind the scenes. We received several complimentary notes from the faculty regarding what they perceive as service level improvements, and I know Geneva and her team will continue to deliver excellent service. In a future faculty senate meeting, I would like for Geneva Henry to provide a report on the work her team has done over the summer and in the first weeks of this semester.

Data Privacy Task Force Update

You may recall that in February, President Wrighton sent a message to the community regarding a data analytics pilot project that occurred on campus during the Fall 2021 semester. In light of privacy considerations raised as a result of this project, the President charged me with convening a policy committee comprising students, faculty, and staff, to develop core principles and make recommendations regarding data policies and protocols at the university. The recommendations from this group, the Data Privacy Task Force, were submitted in late June for the administration's consideration.

I am grateful for the work of the Task Force and the collaborative effort undertaken to identify core principles and additional actions as we continue work to develop a Data Governance Policy.

I would like to provide an update that I will share with the community following the Faculty Senate meeting.

First, the university will adopt the Task Force's recommended three core principles regarding the use of university data for analytical purposes. These principles are:

- GW should protect individuals' privacy consistent in a manner with the institution's legitimate use of personal information and data, and comply with applicable laws;
- Programs analyzing university data should be discussed in an open and transparent way so as to ensure that any costs to privacy are evaluated alongside the benefits of the use of personal data; and
- GW should clearly, transparently, and regularly communicate about the ways in which it uses personal information.

In addition, since the formation of the Task Force, the university has already undertaken several structural changes to better align the IT infrastructure and office with the academic mission of the university. These changes include:

- The establishment of a new Vice Provost for Libraries and Academic Technologies to oversee the IT enterprise;
- Relocation of IT to the Provost Office;
- Relocation of the Office of Ethics, Compliance and Risk to the President's Office; and
- Relocation of the Data Governance Team to the Provost's Office.

The university is considering several additional steps to advance the goals of the core principles. These include but are not limited to:

- Establishing, in consultation with the faculty senate, a new Data Governance Policy to provide guidance on data analytics projects that use university data;
- Constructing a new review process for university data analytics projects that includes approval and sign off by senior university leadership;
- Inviting Student Association participation in data governance through the established channels (i.e., regular meetings between SA leadership and the president and provost); and
- Refining the university's Privacy Notice to include data analytics projects in order to improve communication and transparency.

Through the careful implementation of these measures, we expect to create a more collaborative and more transparent environment that allows the university to realize the benefits of data analytics while protecting the privacy interests of our community members.

Staffing Updates

Regarding the School of Nursing dean search, we had a group of candidates on campus in late July and early August to meet with stakeholders. We aim to have a decision in the coming days.

We also have been interviewing candidates for the vice provost for budget and finance. We are very close to finalizing a decision here as well, so once again, stay tuned.

Academic Planning and Priorities

An update on academic planning and setting academic priorities for the university.

In the spring, President Wrighton and I conducted an academic planning exercise with the deans. We met numerous times to discuss academic priorities and to begin identifying themes and opportunities for university-wide initiatives that will distinguish the George Washington University from our market basket schools. We organized these themes and ideas into a digestible document, and the deans met with their faculty and advisory boards to discuss potential options. We subsequently reconvened to begin discussing which ones could be pursued.

Through all this discussion, we identified some emergent themes. And I want to congratulate all of my deans for working collaboratively in service of this greater mission. As I am fond of saying to provosts across the country, I will line up my deans against any other institution. We have amazing deans who are phenomenal leaders of their units.

First, we quickly realized that there were some general aspirations shared by all ten schools. Everyone was interested in building a world-class faculty. We are an academic enterprise. We are a mission-based organization. Faculty are essential to all aspects of our mission — teaching, research, and patient care. And if we aspire to preeminence, then our work begins with attracting and investing in building a world class faculty.

There was also universal agreement that we need to attract the most qualified and diverse students to build our incoming classes, and that we need to double down on cross-disciplinary engagement.

The impact of the pandemic also drove the deans to want to think more intentionally about online instructional offerings and concepting what the classroom of the future might look like.

Over the summer, the deans and Board of Trustees held retreats to, among other things, discuss the academic priorities that will endure and serve as the foundation for comprehensive planning down the line. We want academic initiatives that could prove transformational – and here, I mean this in several senses. I want these priorities to provide an opportunity to transform the world and change lives. But those transformed lives should include the lives of our faculty and students who participate in these activities, as well as the beneficiaries around the world.

I am pleased to report that we have identified a set of established priorities that we might all commit to for the advancement of the university. There are ones that we have fully committed to as an institution and that we have already committed to fund. In addition, we have a set of new commitments that we intend to fund and support during FY23.

Our established priorities are:

- Academic medicine
- Penn West Equity and Innovation District

Our new commitments are:

- Equity and social justice
- Sustainability and climate change
- Data science, computing and society

Our goals are:

- Enhance GW's global reputation
- Leverage GW's strengths and competitive advantages
- Position GW for leadership and impact in key areas of global importance