
THE GEORGE WASHINGTON UNIVERSITY

WASHINGTON, DC

REGULAR FACULTY ASSEMBLY

October 26, 2021

Via WebEx

CALL TO ORDER AND APPROVAL OF THE MINUTES FROM THE FALL 2019 and FALL 2020 FACULTY ASSEMBLIES AND THE SPRING 2020 SPECIAL FACULTY ASSEMBLY

President LeBlanc called the Assembly to order at 4:11pm. The minutes from the Fall 2019 and 2020 Regular Faculty Assemblies and the Spring 2020 Special Faculty Assembly were approved by unanimous consent.

REMARKS: THOMAS J. LEBLANC, PRESIDENT

President LeBlanc's remarks are [attached](#).

WELCOME TO NEW FACULTY MEMBERS

The President turned the meeting gavel over to Provost Bracey. The Provost recognized each Dean in turn to present their new faculty members to the Assembly for welcome and recognition. New faculty members from the Columbian College of Arts and Sciences (CCAS), the School of Medicine and Health Sciences (SMHS), the School of Engineering and Applied Sciences (SEAS), the Elliott School of International Affairs (ESIA), the Graduate School of Education and Human Development (GSEHD), the School of Business (GWSB), the Milken Institute School of Public Health (GWSPH), the College of Professional Studies (CPS), and the School of Nursing (SON) were introduced by their respective Deans via the [attached](#) slides and were welcomed by the Assembly. (Note that the Law School has no new faculty this year.)

Due to technical difficulties experienced by Faculty Senate Executive Committee (FSEC) Chair Wilson, unanimous consent was sought and obtained to reorder the agenda to present Provost Bracey's remarks before moving on to the resolution.

REMARKS/Q&A: CHRISTOPHER BRACEY, INTERIM PROVOST

Interim Provost Bracey's remarks are [attached](#) to these minutes.

Professor Cohen-Cole noted a parliamentary inquiry, asking whether the virtual Assembly attendees might be able to see one another as being present. Ms. Chaojareon responded that, unfortunately, technical limitations of the meeting platform do not permit this visibility during the meeting.

Professor Hyder noted his appreciation of the Provost's statement and asked specifically about global engagement, wondering if the Provost might reflect on GW's role in the world, solidarity with

other countries, and, in particular, increasing both academic and research engagement with countries around the world. Provost Bracey responded that, in the longer version of his remarks that he gave to the trustees, he was able to drill down a bit more into the various ways in which the university is pushing global as part of its overall strategy and academic vision, emphasizing that it appears in multiple dimensions. He stated that he spoke to the trustees about the importance of enhancing GW's study abroad opportunities such that students have almost a mandatory opportunity to travel abroad, study, and immerse themselves in another culture. He noted that the university is working assiduously now to develop new study abroad partnerships that will allow students to study in multiple countries as part of a program of study. This is one example of how the university is working to push globalism outward, as part of its undergraduate program of study. The university is also looking to attract as many international students as possible to come study at GW, further diversifying its student population at its residential campuses. Also on the research side, he noted that GW is very much looking to partner with researchers globally. Dr. Norris, the new Vice Provost for Research, will be leading the charge to open up some of those avenues of research cooperation across international lines. Provost Bracey noted that clear challenges remain due to the pandemic, both around visas for students coming to GW and issues related to GW researchers traveling abroad and partnering with other institutions.

Professor Spear thanked Provost Bracey for the vision he has laid out for the Assembly. She asked whether this vision connects with previously stated plans to review all of the university's MA programs, or if those plans are no longer part of the plan. Provost Bracey responded that one of the things Provost Blake left him with is the ongoing project of assessing which programs might be enhanced or combined. He noted that, early in his tenure as Interim Provost, he gave a presentation to the Board of Trustees that was designed to help them understand what an Academic Program Review (APR) is—namely, a full-on program review that involves bringing in external reviewers and to determine where opportunities exist programmatically. Some of GW's programs have undergone formal APRs, some have engaged in accreditation reviews, and some have had informal or situational reviews where a specific situation prompted an assessment of whether a program should be continued (usually a function of enrollments or an identified opportunity to grow enrollment). The Provost noted that, if the university is serious about excellence, it needs to be consistent about conducting regular APRs for its programs. For various reasons, the university has been inconsistent about doing these reviews for the past several years. Several APRs will be coming out of the Columbian College this year, and the university will also be doing some accreditation reviews as those opportunities arise, but the university is looking to get back into the rhythm of doing formal APRs so that it can ensure that all programs are working toward academic excellence.

FACULTY ASSEMBLY RESOLUTION 22/1: A RESOLUTION TO ELECT THE FACULTY CONSULTATIVE COMMITTEE

Professor Shaista Khilji of the Faculty Senate Executive Committee (FSEC) introduced the resolution. Her introductory remarks and the resolution are [attached](#). The resolution was adopted by unanimous consent.

Professor Gupta described the resolution as very strong and expressed his support for it. Professor Brundage expressed her agreement with Professor Gupta's assessment of the resolution.

REMARKS ON SENATE ACTIVITIES ON BEHALF OF THE FACULTY SINCE
NOVEMBER 2020: PROFESSOR ARTHUR WILSON, CHAIR, FACULTY SENATE
EXECUTIVE COMMITTEE

Professor Wilson's remarks are [attached](#) to these minutes.

The meeting was adjourned at 5:05pm.

THE GEORGE WASHINGTON UNIVERSITY

WASHINGTON, DC

**Faculty Assembly
October 26, 2021
President LeBlanc's Remarks**

Welcome to our annual Faculty Assembly! It is hard to believe it is already the end of October. I know for many of our schools this means we are in midterms, so I want to thank you and your colleagues for everything you are doing to provide extra support to our students during this stressful part of the semester. We all know that mental health issues are on the rise among many students nationally, and I appreciate anything you can do to support our students at this time.

I want to extend a special welcome to the new members of faculty who are attending an Assembly for the first time. We are grateful you have brought your expertise and commitment to your teaching and research to our wonderful university. I trust that you have had some opportunities to see your colleagues, students, and others in person and to experience our campus and campus life. GW is a unique place made great by our people, our location, and our shared mission, and we're really delighted to welcome you to that community. I am hearing from many corners of campus appreciation for all our faculty, so thank you to all for ensuring we continue to fulfill our academic mission as we transition to what may be calling a "new normal," or a "new reality."

We are off to a productive start to the fall term, returning to in-person instruction and a true residential experience for the first time in eighteen months. This will be another exciting year for GW as we build on the momentum of our bicentennial and the approach of our third century. I hope that many of you were able to attend, whether in person or virtually, our commencement on the Mall. For the classes of 2020 and 2021, and for many of our students and their families, this truly "only at GW" moment represented a long-awaited return to normal and I hope that we are seeing the last months of the pandemic. Our Bicentennial Bash and Monumental Alumni dinner gave our community an opportunity to look back and celebrate our amazing history and to imagine the future together. It was a fitting weekend of celebration for our bicentennial year, and, again, I hope many of you were able to participate.

This is my last Assembly as President, and I want to thank all of you for your commitment to GW and support over the past several years, especially during these trying times. The faculty's work and our collaboration together have supported the health and safety of our community continuously throughout the pandemic and helped GW advance its mission despite the challenges presented by the pandemic.

It is an honor and a privilege to be a part of this special community. There are tremendous opportunities and challenges ahead, and I'm confident that our university will seize the opportunities and conquer the challenges as we continue to build toward our shared aspiration of preeminence as a comprehensive global research university. I am looking forward to seeing more of you in person in the coming months and ensuring a smooth transition of the President's Office. Thank you, and raise high!

THE GEORGE
WASHINGTON
UNIVERSITY

WASHINGTON, DC

2021 New Faculty

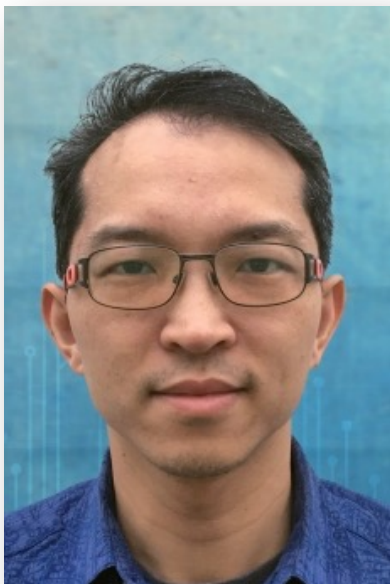
Welcome to GW!



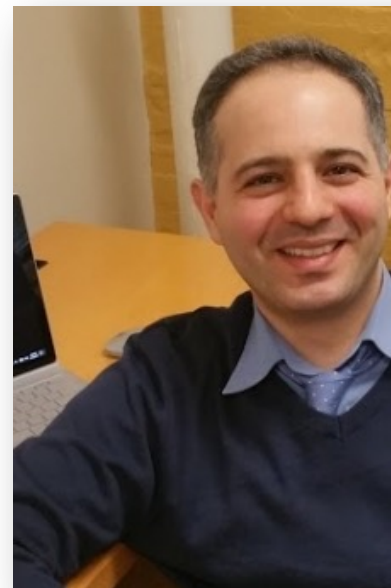
THE GEORGE
WASHINGTON
UNIVERSITY

WASHINGTON, DC

The Columbian College of Arts and Sciences



Edwin Lo
Assistant Professor
Director of Undergraduate Studies
Data Science Program



Amir Jafari
Assistant Professor
Data Science Program



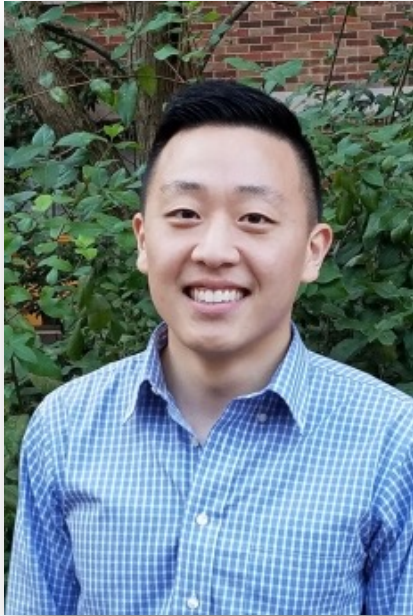
Andrew Ifedapo Thompson
Assistant Professor
Political Science Department

Columbian College
of Arts & Sciences

THE GEORGE WASHINGTON UNIVERSITY

THE GEORGE
WASHINGTON
UNIVERSITY
WASHINGTON, DC

200^{GW}
1821-2021



Robert Won
Assistant Professor
Department of Mathematics



Ashwini Tambe
Director
Professor of History and WGSS
Women's, Gender, and Sexuality Studies Program



Lauren Onkey
Director
Professor of Music
Corcoran School of the
Arts & Design

Columbian College
of Arts & Sciences

THE GEORGE WASHINGTON UNIVERSITY

THE GEORGE
WASHINGTON
UNIVERSITY
WASHINGTON, DC

200^{GW}
1821-2021

THE GEORGE
WASHINGTON
UNIVERSITY

WASHINGTON, DC

School of Medicine and Health Sciences



SMHS New FT Regular Faculty (July '20-Oct '21)

Anatomy & Cell Biology

Melissa Carroll Associate Professor

Anesthesiology & Critical Care Medicine

Mustafa Al-Mashat Assistant Professor

Jonathan Chow Associate Professor

Pooja Gupta Instructor

Ryan Kenneally Associate Professor

Gregory Lessans Assistant Professor

Michael Mazzeffi Professor

David Rico Mora Assistant Professor

Jonathan Teets Assistant Professor

Thoi Vuong Instructor

Dermatology

Karl Saardi Assistant Professor

Pooja Sodha Assistant Professor

Health, Human Function & Rehabilitation

Sciences

Lisa Bagby Assistant Professor

Karen Goodman Assistant Professor

Matthew Garber Associate Professor

Medicine

Yoosif Abdalla Assistant Professor

Sunil Adige Assistant Professor

Omar Awan Assistant Professor

Charles Baron Instructor

Sarah Boutwell Assistant Professor

Andrew Bradley Assistant Professor

Mandi Chapman Associate Professor

Rachel Denyer Assistant Professor

Leigh Dickinson Assistant Professor

Nadine El Asmar Assistant Professor

Gurleen Kaur Assistant Professor

Medicine, continued

Baran Kilical Assistant Professor

Jose Lucar Lloveras Associate Professor

Mia Marcus Assistant Professor

Michael Menefee Assistant Professor

Janani Rangaswami Professor

Maleeha Ruhu Assistant Professor

Divya Shankaranarayan Assistant Professor

Neurological Surgery

Hasan Syed Associate Professor

Obstetrics & Gynecology

Nicole Chappell Assistant Professor

Jessica Kuperstock Assistant Professor

Catherine Wu Assistant Professor

SMHS New FT Regular Faculty (July '20-Oct '21)

Pathology

Jorge Sepulveda Professor

Pediatrics

Ammara Ahmed Assistant Professor
Damilola Akani Instructor
Anisha Abraham Associate Professor
Elizabeth Anson Instructor
Abigail Bosk Instructor
Nicola Brodie Assistant Professor
Jessica Bush Instructor
Amie Cahill Instructor
Yuliya Domnina Assistant Professor
Enrique Escalante Instructor
Muller Fabbri Associate Professor
Jennifer Falcon Assistant Professor
David Finkelstein Assistant Professor

Pediatrics, continued

Valerie Jurgens Assistant Professor
Aadil Kakajiwala Assistant Professor
Elizabeth Kariuki Instructor
Suzanne Kochis Assistant Professor
Rebecca Lane Assistant Professor
Alexis Leonard Assistant Professor
Mi Ran Shin Assistant Professor
Keri Toner Assistant Professor
Lisa Wandler Assistant Professor

Physician Assistant Studies

Brandon Beattie Assistant Professor
Anne Wildermuth Assistant Professor

Psychiatry & Behavioral Sciences

Melissa Dvorsky Assistant Professor
Angelica Eddington Associate Professor
Kristina Espinosa Instructor
Kriti Gandhi Assistant Professor
Serene Habayeb Assistant Professor
Amanda Hastings Instructor
Julie Heier Instructor
Rachel Kolsky Assistant Professor
Maria Lauer Instructor
Casey Lawless Assistant Professor
Lisa Pipari-Arrigan Professor
Priya Punnoose Instructor
Nikita Rodrigues Assistant Professor
Claire Semerjian Instructor
Komal Sharma-Patel Assistant Professor
Yuri Shishido Assistant Professor
Eliana Sudikoff Assistant Professor

SMHS New FT Regular Faculty (July '20-Oct '21)

Radiology

Minh-Phuong Huynh-Le Assistant Professor

Jason Schroeder Assistant Professor

Bhupender Yadav Assistant Professor

Surgery

Yves d'Udekem d'Acoz Professor

Christina Feng Assistant Professor

Bharat Ranganath Assistant Professor

Habib Zalzal Instructor

THE GEORGE
WASHINGTON
UNIVERSITY

WASHINGTON, DC

Law School

The Law School has no new faculty this fall.



THE GEORGE
WASHINGTON
UNIVERSITY

WASHINGTON, DC

School of Engineering and Applied Sciences

School of Engineering & Applied Science

THE GEORGE WASHINGTON UNIVERSITY

Yasemin Acar
Assistant Professor
Department of Computer Science



Kinga Dobolyi
Associate Professor of Practice
Department of Computer Science



School of Engineering & Applied Science

THE GEORGE WASHINGTON UNIVERSITY

Victor Krauthamer
Visiting Professor
Department of Biomedical Engineering



THE GEORGE
WASHINGTON
UNIVERSITY

WASHINGTON, DC

The Elliott School of International Affairs

Welcome!



Nicholas Anderson,
Assistant Professor of International Affairs,
Associate Director of MA in International Affairs



Graham Pitts,
Visiting Professor of International Affairs
Associate Director of the Foreign Area Officer
Regional Skill Sustainment Initiative in the
Elliott School

Elliott School of
International Affairs

THE GEORGE WASHINGTON UNIVERSITY

THE GEORGE
WASHINGTON
UNIVERSITY

WASHINGTON, DC

The Graduate School of Education and Human Development

GW

GSEHD



Dr. Deniece Dortch

*Assistant Professor of
Higher Education Administration*



Dr. Kimberly Jamison

*Assistant Professor of Educational
Leadership and Administration*



Dr. Dwayne Wright

*Assistant Professor of Higher
Education Administration and
Director of Diversity, Equity, and Inclusion*

THE GEORGE
WASHINGTON
UNIVERSITY

WASHINGTON, DC

School of Business



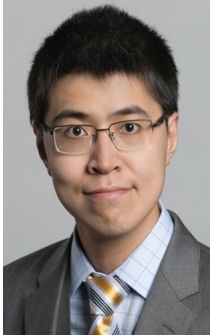


Vikram Bhargava, Assistant Professor, Strategic Management & Public Policy

Thomas Choate, Teaching Assistant Professor, Strategic Management & Public Policy



Wei Chen, Teaching Assistant Professor, Information Systems & Technology Management



Johan Ferreira, Teaching Assistant Professor, Marketing



Katherine Frey, Visiting Instructor,
Management



Anthony Gibbs, Visiting Assistant
Professor, Strategic Management &
Public Policy



Joel Gehman, Lindner-Gambal
Chair of Business Ethics;
Professor, Strategic Management
and Public Policy



Long He, Associate Professor,
Decision Sciences



Elaine Worzala, Chair, The Center for Real
Estate and Urban Analysis (CREUA);
Charles Bendit Distinguished Scholar and
Professor of Real Estate, Finance

THE GEORGE
WASHINGTON
UNIVERSITY

WASHINGTON, DC

Milken Institute School of Public Health

Milken Institute School of Public Health

THE GEORGE WASHINGTON UNIVERSITY

Welcome New GWSPH Faculty



Robert Canales
Associate Professor,
Environmental & Occupational
Health Department



Daniel Goldberg
Assistant Research Professor,
Environmental & Occupational
Health Department



Jonathon Rendina
Associate Research Professor,
Epidemiology Department

Welcome New GWSPH Faculty



Rob Van Dam
Professor
Exercise & Nutrition
Sciences Department



Nitasha C. Nagaraj
Assistant Teaching Professor,
Prevention & Community
Health Department



Adam Richards
Associate Professor,
Global Health Department

THE GEORGE
WASHINGTON
UNIVERSITY

WASHINGTON, DC

College of Professional Studies





College of
Professional Studies



Tierney Pitzer, Associate Professor & Program
Director, Information Technology BPS



Dr. Sandra Whitehead, Associate Professor &
Program Director, Sustainable Urban Planning MPS



THE GEORGE
WASHINGTON
UNIVERSITY

WASHINGTON, DC

School of Nursing



School of Nursing – New Faculty



Mary Fey, Ph.D., RN,
CHSE-A, ANEF, FAAN
Associate Dean for B.S.N
Clinical Assistant Professor



Cynthia Awadzi, DNP,
PMHNP-BC, FNP-BC
Visiting Assistant Professor

School of Nursing – New Faculty



Michelle Odlum, EdD., MPH
Assistant Professor



Nicole Gendron-Trainer, DNP,
CNS-BC, CCRN-K, CHSE, CHEP
Clinical Assistant Professor

THE GEORGE
WASHINGTON
UNIVERSITY

WASHINGTON, DC

**Welcome to all our
new faculty!**

The bottom right corner of the slide features a decorative graphic consisting of several overlapping, semi-transparent blue geometric shapes, including triangles and trapezoids, creating a modern, layered effect.



**Faculty Assembly
Provost Bracey Remarks
October 26, 2021**

Good afternoon, everyone. I want to make sure you all have the chance to ask questions, so I will keep this relatively brief.

Fall Semester Transition

First, I must thank each and every one of you for all the hard work you have put into successfully transitioning our students from a fully virtual experience to being back in-person. As I said in my message to faculty last week, while we were all excited to get back onto campus and into classrooms, ongoing challenges have meant that some students are feeling stress and anxiety about their schoolwork. And I know that, as faculty, you may be going through an adjustment period as well. Through it all, the empathy and support you have continued to extend to our students has enabled them to find continued success in their studies, and I am extremely grateful for your dedication and partnership in this endeavor.

Shared Governance

Shared governance has proven challenging over the past few years, but this transitional period provides the opportunity to jointly build consensus among faculty, administration, and trustees around the meaning and expectations of shared governance at GW.

Several weeks ago, Chair Speights, Chair Arthur Wilson, and I shared a message with the community regarding our intent to examine our understanding of shared governance and develop a set of recommendations intended to strengthen shared governance at GW. This decision was made based on Board consultation with the Faculty Senate Executive Committee (FSEC) and Faculty Senate standing committees and ongoing conversations with the GW administration.

The process we will undertake over the next several months is as follows, with the assistance of facilitators who have expertise in shared governance:

1. The development and implementation of a shared governance survey of faculty, administration, and trustees;
2. The joint selection of a task force to hold a series of town halls with the university community. The task force will be co-chaired by a member of the faculty, myself, and a trustee, and appointed after nominations from each group, and the town halls will be conducted both before and after the survey is administered;
3. The hosting of a retreat of FSEC members, administrators, and trustees to discuss the results of the shared governance survey, followed by a retreat for the Task Force to begin its work;

4. The development of a set of recommendations – provided to the trustees by the task force and endorsed by the Faculty Senate and administration – that may include defining rights, responsibilities, and accountability as well as appropriate changes to GW’s key governance documents, along with recommendations for how all parties will jointly strengthen shared governance at GW; and
5. The review and consideration for adoption of these recommendations by the Board of Trustees in May 2022.

Stakeholders have agreed to arrive at a common understanding of shared governance through this constructive process. We look forward to engaging in this process with the Faculty Senate and the broader university community.

Diversity, Equity, and Inclusion (DEI) Initiative

We are making progress towards launching the comprehensive DEI review and assessment soon. We anticipate that it will be a year-long process and involve an external review component.

Caroline Laguerre-Brown and I have met to discuss composition of the core group that will lead the effort, as well as the composition of several advisory boards of key stakeholders. The committee will undertake a wide data collection effort, leveraging the Office of Institutional Research to assemble data, conduct surveys, and more. The Office of Diversity Equity and Community Engagement, which is led by Caroline Laguerre-Brown, will supply literature on best practices to the committee for thoughtful consideration. There will be preliminary reports, an external review process, and community-wide forums. All of this should culminate in a concrete action plan with recommendations for prioritized action.

We will charge the committee when we have made final decisions about the structure of the assessment. I encourage everyone to participate in this community-wide effort to assess and address prevailing concerns about diversity, equity, and inclusion among students and faculty.

Academic Vision

Finally, I’d like to close with a few words about my academic vision and priorities for the academic year. I gave an in-depth presentation about this to the Board of Trustees earlier in the month and have discussed it in various unit meetings as well. For the sake of time, I’ll keep it high level.

While we are clearly in a transitional year at GW, with an outgoing president, an interim provost, and an expired strategic plan, I think it important – perhaps more important than ever – for the university to be making strategic decisions designed to advance the institution. And I think that it is critical to anchor strategic decision-making and actions to an academic vision.

The topline takeaways of this vision are threefold. **First, is that we remain committed to the attainment of preeminence as a comprehensive global research university.** This goal was established at the beginning of President LeBlanc’s tenure, and I would like for us to continue to adhere to it.

The second big takeaway is that we remain committed to our mission, and our mission at GW is two-fold.

- We create a rigorous and high-quality instructional environment to train future leaders who will change the world, and
- We push the frontier of knowledge with the production and dissemination of impactful research.

That is our mission, and we need to recommit and rededicate ourselves to it.

Teaching

Effective teaching is at the heart of the high-quality instructional environment at GW. And so that means we need to recommit ourselves to teaching excellence in all its modalities -- in person, hybrid, and online -- at all levels -- undergraduate, graduate, professional and executive education -- and across all fields and disciplines. And this means aligning resources to support services at the university that advance this mission -- library support, IT, and professional training opportunities for our faculty.

Research

The pursuit of excellence in research builds upon these immediate themes. We must continue to boldly grow and expand our research enterprise across all fields. Our faculty and students should be engaging in cutting-edge research to investigate the world around us, developing new lines of inquiry, and ultimately using their discoveries to innovate and improve everyday life for our fellow citizens. These advancements are what drive our society forward, and we need to be mindful that some flexibility in the joints is warranted here to ensure that we are optimizing experience and outcomes. But ultimately, our aspiration is to become leaders in the field of applied research. Research that impacts the lives of everyday people. But this also means that we need to recommit ourselves to the excellence standard in terms of renewal of instructors, hiring of new instructors and researchers, and renewal of programs that may be under review.

Of course, the pursuit of excellence in our research enterprise starts with leadership. As you know, I've already named a new vice provost for research, Dr. Pam Norris, who starts November 1. She is currently executive dean of the University of Virginia School of Engineering and Applied Science. Along with having years of experience in research and academic administration roles, she's a globally-recognized leading expert in her field and a fierce advocate for women in STEM, with an overall commitment to diversity, equity, and inclusion. This was a critical hire for GW, and she will be a strong leader overseeing the expansion and growth of our research enterprise across all fields.

Our academic reputation and ranking are premised upon our ability to deliver successfully upon this two-fold academic mission.

The third takeaway is that academic excellence must be our touchstone. I am a constitutional law professor -- an academician to the core of my being -- so the notion that we should be fixated upon excellence is second nature to me, as I know it is to all of you. For instance, the standard for tenure and promotion is the excellence standard. So, as faculty, we don't have a problem using excellence as the benchmark.

So, I want our focus to be centered upon programmatic excellence, but also on institutional reputation. As I frequently tell my students, as a lawyer, you are only as good as your reputation.

You win some cases, and you lose some cases. But you get rehired because you have a reputation developed over time for being a successful advocate. Reputation is sticky. A good reputation sticks. So does a bad one. So, we want to do the things that create a sticky but good academic reputation for the university. And that needs to be grounded in academic rigor. We want to challenge our students. But I think it is important to emphasize from the outset that academic rigor is an important component of programmatic excellence and, by extension, academic reputation.

The academic program of study at GW is immensely complex, but I look forward to engaging our campus leaders in a conversation about how to proceed from here.

Questions?

I'm now happy to open it up to the Faculty Assembly for any questions.



Faculty Senate

Shaista Khilji, Faculty Senate Executive Committee
FA Resolution 22-1 Introductory Remarks
October 26, 2021

Good afternoon.

The resolution before the Assembly today presents the slate of the Faculty Consultative Committee (or the FCC) for Assembly approval. This is a key step in the lead-up to the search for GW's next president, and I would like to take a few minutes to describe the process by which the present slate was determined.

The FCC plays an important role in the presidential search process. The FCC selects some of its members for recommendation to the Board of Trustees as faculty members for the Presidential Search Committee. It provides a representative faculty voice during the drafting of the position profile, and it advises Presidential Search Committee members as they conduct their work.

It is imperative that the FCC be in place before the search committee begins its work. When we anticipated that a search would begin this fall, the Faculty Senate Executive Committee (or FSEC) worked very quickly this summer to coordinate the formation of the FCC slate, establishing a Special Faculty Assembly for mid-September for the purpose of considering that slate. When the Board announced the appointment of an Interim President, and that the search for a new president would not begin until spring 2022, it became clear that the rush to bring the FCC slate to the Assembly for a vote would not be necessary. In the interest of not holding more large campus meetings than absolutely necessary, the decision was made to cancel the September 17 Special Assembly and place Resolution 22-1 on the agenda of the Regular Faculty Assembly, which had already been scheduled for this date.

Let me briefly describe the history informing the current FCC composition process. Ahead of the last presidential search that took place in 2016-2017, the Faculty Assembly elected the membership of the FCC in a two-part process:

- 1) pursuant to Assembly Resolution 86/1, which provides for the election of a single faculty member from each school with Senate representation to the FCC; and
- 2) pursuant to Assembly Resolution 17/2, which provided a mechanism for expanding the FCC during that presidential search by Senate election of seven additional FCC members in order to provide broader faculty representation (including but not limited to underrepresented minorities, gender, and discipline, as well as rank, track, and grade of academic personnel). The FSEC today presents the same mechanism for expanding the FCC to the Assembly for this presidential search.

This apparently cumbersome procedure is necessary because, under AR 86/1, the Assembly specified a rigid selection process for recommending faculty members for the Presidential Search Committee that does not directly ensure a diverse faculty voice. The FSEC opted to use similar amendments as for the last search to ensure diverse and equitable faculty representation, and Senate Resolution 22/2, adopted in August 2021, authorized the FSEC to augment the school-elected FCC for the abovementioned diversity considerations, working from pools of 3-5 faculty members submitted by each school, including the College of Professional Studies (which does not have Senate representation and therefore did not have an elected FCC representative). The result of that process is the slate presented in today's resolution.

All of the resolutions I have mentioned are included as appendices to the current Assembly resolution. Once this presidential search has concluded, the FSEC and Senate expect to propose a new procedure for the composition of future FCCs for approval by the Faculty Assembly to streamline and formalize this process.

Thank you for your time and consideration of this important matter.

THE GEORGE WASHINGTON UNIVERSITY

WASHINGTON, DC

A RESOLUTION TO ELECT THE FACULTY CONSULTATIVE COMMITTEE (FA 22/1)

WHEREAS, On May 18, 2021, President LeBlanc announced his intention to retire from the Office of President at the end of the upcoming academic year; and

WHEREAS, The Board of Trustees is imminently expected to establish a timeline for the search for the next President of The George Washington University; and

WHEREAS, In 1986, the Faculty Assembly adopted A Resolution to Implement Part C.5 of the *Procedures for the Implementation of the Faculty Code* (FA 86/1), which established procedures for faculty participation in presidential searches and directed each of the Schools to elect a member-designate for confirmation by the Faculty Assembly to serve on the Faculty Consultative Committee (FCC); and

WHEREAS, In 2016, the Faculty Assembly followed the procedures specified in FA 86/1, augmented by A Resolution to Provide for the Composition of an Expanded Faculty Consultative Committee (FA 17/2), with the authority delegated by FA 17/2 terminating on January 1, 2017; and

WHEREAS, On July 26, 2021, the Chair of the Faculty Senate Executive Committee invited the nine Schools (with Senate representation) to elect faculty representatives for the FCC in accordance with FA 86/1, as well as a pool of 3-5 faculty members from each school with Senate representation and from the College of Professional Studies for possible FCC slate inclusion as intended by FA 17/2, and to do so by August 27, 2021; and

WHEREAS, On August 10, 2021, to promote broad faculty participation, and in order to develop a diverse FCC slate of possible candidates in keeping with the procedures outlines in FA 86/1 and the spirit of FA 17/2, the Faculty Senate unanimously passed A Resolution to Form the Slate of Faculty Representatives for Election of the Faculty Consultative Committee (22/2); and

WHEREAS, On August 31, 2021, the Faculty Senate Executive Committee met and developed a final FCC slate for presentation to the Faculty Assembly composed of the nine elected FCC members and eight additional FCC members from the pools submitted by all ten GW schools; and

WHEREAS, At the request of the Chair of the Faculty Senate Executive Committee, the President called a Special Meeting of the Faculty Assembly for Friday, September 17, 2021, for the purposes of voting on the FCC slate;

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

1. That the following seventeen faculty members, nine of whom were duly elected by their respective Schools in accordance with Faculty Assembly Resolution 86/1, and eight of whom were selected by the Faculty Senate Executive Committee from the pools submitted by all ten of GW's Schools as additional full FCC members in accordance with Faculty Senate Resolution 22/2, are hereby confirmed by the Faculty Assembly and declared to be full members of the FCC in the search for a new President pursuant to Part C.5 of the *Procedures for the Implementation of the Faculty Code*:

Senay Agca/GW School of Business (Elected)
Marie Borum/School of Medicine and Health Sciences (Elected)
Lara Brown/College of Professional Studies (Appointed)
Ellen Costello/School of Medicine and Health Sciences (Appointed)
Cynthia Dowd/Columbian College of Arts & Sciences (Appointed)
Hope M. Harrison/Elliott School of International Affairs (Elected)
Lionel Howard/Graduate School of Education & Human Development (Appointed)
Shaista Khilji/Graduate School of Education & Human Development (Elected)
Chris Kojm/Elliott School of International Affairs (Appointed)
Daisy Le/School of Nursing (Appointed)
Anne Markus/Milken Institute School of Public Health (Elected)
Kim Roddis/School of Engineering & Applied Science (Elected)
Carlos Rodriguez-Diaz/Milken Institute School of Public Health (Appointed)
Mary Jean Schumann/School of Nursing (Elected)
Ralph Steinhardt/GW Law School (Elected)
Sarah Wagner/Columbian College of Arts & Sciences (Appointed)
Gayle Wald/Columbian College of Arts & Sciences (Elected)

2. That the entire FCC slate—comprising both the elected school representatives and those selected by the FSEC from the pools—are considered full members of the FCC and therefore eligible for the FCC to suggest for membership on the Presidential Search Committee; and
3. That this action by the Faculty Assembly shall be reported to the Chair of the Board of Trustees by the Chair of the Faculty Senate Executive Committee, who shall also proceed to carry out Resolving Clause II(A) of FA 86/1 by convening the first meeting of the FCC.

Faculty Senate Executive Committee
September 3, 2021

Adopted by the Faculty Assembly
October 26, 2021

Appendix A

A RESOLUTION TO IMPLEMENT FACULTY CODE "PROCEDURES," SECTION C-5 (FA 86/1)

WHEREAS, President Elliott is scheduled to retire on June 30, 1988; and

WHEREAS, Section C, subsection 5, of "Procedures for the Implementation of the Faculty Code" states:

"The Faculty Assembly shall elect a committee to advise and consult with the Board of Trustees or appropriate members thereof in the selection of a President;" and

WHEREAS, a Trustee Search Committee may be in place as early as the summer of 1987; and

WHEREAS, a Faculty Consultative Committee should, therefore, be elected by the Faculty Assembly no later than the Assembly's January 1987 meeting; and

WHEREAS, the Faculty Assembly should, therefore, adopt procedures for the election of a Faculty Consultative Committee no later than the Assembly's September 1986 meeting; and

WHEREAS, the Faculty Senate, following precedent established in 1964, has by Resolution 85/11, adopted 3/21/86, directed the Chair of the Executive Committee to place the following resolving clauses before the Faculty Assembly at its September 1986 meeting;
NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY ASSEMBLY OF THE GEORGE WASHINGTON UNIVERSITY

- I. In order to carry into effect the Faculty's right to be consulted in the selection of a President, under Section C, subsection 5, of "Procedures for the Implementation of the Faculty Code," the Faculty Assembly prescribes the following procedure to precede its election of a Faculty Consultative Committee at its January 1987 meeting:
 - (A) Within four (4) weeks after the September 1986 meeting of the Faculty Assembly, the Senate representatives of the eight (8) academic divisions, to wit: Columbian College of Arts and Sciences, Graduate School of Arts and Sciences, Medical Center, National Law Center, School of Education and Human Development, School of Engineering and Applied Science, School of Government and Business Administration, and School of Public and International Affairs, shall caucus to nominate to their respective faculties two or more members of those faculties;

- (B) The several faculties are urgently requested to meet before December 31, 1986, to elect one member-designate to the Faculty Consultative Committee from the slate submitted by their Senate Representatives or by nomination and election from the floor;
- (C) The Senate Representatives of the several faculties shall submit the names of persons thus elected to the Chairman of the Executive Committee of the Faculty Senate on or before December 31, 1986; and
- (D) The Chairman of the Executive Committee of the Faculty Senate shall present for confirmation by the Faculty Assembly, at its January 1987 meeting, the resultant slate of nominees who will thereby be declared elected to serve as members of a Faculty Consultative Committee in fulfillment of the intent of the Faculty Code.

II. In order that the Faculty Consultative Committee, elected in January, 1987, participate meaningfully in the presidential selection process and avoid the isolation its predecessor suffered during the 1964-65 presidential succession, the Faculty Assembly recommends to the Faculty Consultative Committee the following:

- (A) The Faculty Consultative Committee shall convene on the initiative of the Chairman of the Executive Committee of the Faculty Senate, elect a chair, and provide for record-keeping;
- (B) The Faculty Consultative Committee shall request the Board of Trustees or appropriate members thereof to accept some or all of its members as full members of the Trustee Search Committee for the duration of the presidential search. In the event that not all members of the Faculty Consultative Committee are so accepted, the Faculty Consultative Committee shall elect from among its members that number designated by the Board to serve on a Trustee Search Committee; but the Faculty Consultative Committee shall retain a separate order of business and confer regularly with those of its members who become active participants in the Trustee Search Committee.

RESOLUTION (FA 86/1) continued, Page 3

- (C) The Faculty Consultative Committee shall request of the Board of Trustees or appropriate members thereof that, whether some or all of its members are accepted as full members of the Trustee Search Committee:
- (1) the Faculty Consultative Committee be accorded an active role in defining the criteria which the Trustee Search Committee will apply in its consideration of applicants; and
 - (2) the Trustee Search Committee give full and judicious consideration to any well-reasoned views which the Faculty Consultative Committee may express with respect to particular applicants.
- (D) Within constraints imposed by the need for confidentiality, as defined by the Trustee Search Committee, the Faculty Consultative Committee may, at its discretion, make interim reports to the Faculty Assembly and/or the Faculty Senate.

Executive Committee of the Faculty Senate as directed by Faculty Senate Resolution 85/11 adopted 3/21/86, as recommended by the Special Committee on Senate Self-Study (Governance)

May 12, 1986

Adopted, as amended, September 3, 1986

Appendix B

A RESOLUTION TO PROVIDE FOR THE COMPOSITION OF AN EXPANDED FACULTY CONSULTATIVE COMMITTEE (17/2)

- WHEREAS,** On June 7, 2016, President Knapp announced that he would not seek a third term and would step down as President of the University on July 31, 2017; and
- WHEREAS,** The procedures specified in Faculty Assembly Resolution 86/1 (FA 86/1), adopted pursuant to Section C.5 of the *Procedures for the Implementation of the Faculty Code*, direct each of the Schools to elect a faculty representative to serve on the Faculty Consultative Committee (FCC), subject to confirmation by the Faculty Assembly; and
- WHEREAS,** Article III, Section 3(5) of the *Faculty Organization Plan* authorizes the Faculty Senate Executive Committee to act on behalf of the Senate in emergencies, and the Executive Committee has moved expeditiously to call for elections in each of the nine schools prior to the special meeting of the Faculty Assembly scheduled for September 9, 2016; and
- WHEREAS,** In view of the composition of the Presidential Search Committee (PSC) announced by the Board of Trustees on June 30, 2016, the Faculty Senate Executive Committee believes that the procedures specified in FA 86/1 should be supplemented to provide for a larger FCC that would include adequate representation from the humanities, the social sciences, the sciences, and non-tenure track regular and specialized faculty, and would appropriately reflect the diversity within the University's faculty; and
- WHEREAS,** Article II, Section 4(2) of the *Faculty Organization Plan*, provides that the Faculty Assembly may "direct the Senate" ... "to take such other action as may be appropriate with respect to any matter of concern to the Assembly;" and
- WHEREAS,** A more robust and effective faculty role in the Presidential Search process will be made possible if the Faculty Assembly delegates to the Faculty Senate responsibility for expanding the faculty membership on the FCC;

NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY ASSEMBLY OF THE GEORGE WASHINGTON UNIVERSITY

1. The Faculty Assembly hereby delegates to the Faculty Senate, pursuant to Article II, Section 4(2) of the *Faculty Organization Plan*, the Faculty Assembly's authority to elect members of the Faculty Consultative Committee (FCC) under Part C.5 of the *Procedures for the Implementation of the Faculty Code*;
2. That, in deciding on the election of additional members of the FCC, the Senate should assure that the FCC in combination with the PSC includes adequate participation by faculty with a concentration in a discipline from the humanities, faculty with a concentration in a discipline from the social sciences, faculty with a concentration in the sciences, faculty who are non-tenure track; and faculty who are classified as specialized faculty
3. That the Senate shall elect seven additional faculty members to the FCC;
4. That this delegation of authority terminates on January 1, 2017; and
4. That the adoption of this Resolution by the Faculty Assembly shall be reported to the Chair of the University Board of Trustees and to the Presidential Search Committee.

Executive Committee of the Faculty Senate

September 9, 2016

As Amended by the Faculty Assembly on September 9, 2016



A RESOLUTION TO FORM THE SLATE OF FACULTY REPRESENTATIVES FOR ELECTION OF THE FACULTY CONSULTATIVE COMMITTEE (22/2)

WHEREAS, On May 18, 2021, President LeBlanc announced his intention to retire from the Office of President at the end of the upcoming academic year; and

WHEREAS, In 1986, the Faculty Assembly adopted A Resolution to Implement Part C.5 of the *Procedures for the Implementation of the Faculty Code* (FA 86/1), which established procedures for faculty participation in presidential searches and directed each of the Schools to elect a member-designate for confirmation by the Faculty Assembly to serve on the Faculty Consultative Committee (FCC); and

WHEREAS, The Faculty Assembly followed the procedures specified in FA 86/1 in electing the FCC for the 2006 Presidential search; and

WHEREAS, In 2017, the Faculty Assembly followed the procedures specified in FA 86/1, augmented by A Resolution to Provide for the Composition of an Expanded Faculty Consultative Committee (FA 17/2), with the authority delegated by FA 17/2 terminating on January 1, 2017; and

WHEREAS, To promote broad faculty participation, and in order to develop a diverse FCC slate of possible candidates, the Chair of the Faculty Senate Executive Committee has invited the nine Schools (with Senate representation) to elect faculty representatives for the FCC in accordance with FA 86/1, as well as a pool of 3-5 faculty members from each school with Senate representation and from the College of Professional Studies for possible FCC slate inclusion as intended by FA 17/2, and to do so by August 27, 2021, to coincide with the August FSEC meeting; and

WHEREAS, The vote on the FCC slate will be scheduled for a Special Meeting of the Faculty Assembly to be convened as soon as feasibly possible following the composition of the FCC slate;

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

1. That the nine faculty members, duly elected by their respective Schools in accordance with Faculty Assembly Resolution 86/1, will be named on the slate for the election of members of the FCC for the search for a new President pursuant to FA 86/1;
2. That, to provide broader faculty representation (including but not limited to underrepresented minorities, gender, and academic discipline, as well as rank, track, and grade of academic personnel) in a timely manner, the Faculty Senate authorizes the FSEC to select up to eight additional FCC candidates from the School and CPS pools;
3. That the entire FCC slate—comprising both the elected school representatives and those selected

by the FSEC from the pools—will be considered full members of the FCC and therefore eligible for the FCC to suggest for membership on the Presidential Search Committee; and

4. That the slate composed by the FSEC (from the nine elected representatives and the additional pools submitted by the Schools) be submitted to the Faculty Assembly for election at a Special Meeting to be called as soon as feasibly possible following the composition of the FCC slate.

Faculty Senate Executive Committee
July 30, 2021

Adopted by the Faculty Senate
August 10, 2021



Faculty Senate

Report from the Faculty Senate
Professor Arthur Wilson (Chair, Faculty Senate Executive Committee)
October 26, 2021

On behalf of the Faculty Senate, I welcome new faculty to the Assembly and to the George Washington University. The Faculty Senate is committed to shared governance, and accordingly new and old faculty alike are invited to get involved with the Faculty Senate and its related committees.

The Faculty Senate has been very busy since the last Faculty Assembly in November 2020. Over the course of the past year, the Senate heard updates and engaged in discussion on many key topics, including enrollment, initiatives proposed by then-Provost Blake, fiscal planning and budgeting, research, COVID vaccinations and return-to-campus planning, the annual Core Indicators of Academic Excellence, shared governance, campus facilities, campus planning, and diversity, equity, and inclusion.

A series of Resolutions were also adopted:

- 21/14: To Expand Religious Holiday Accommodations.
- 21/15: To Approve Changes to the Code of Academic Integrity.
- 21/16: Of Appreciation for Professor Steve Charnovitz, who completed his service as Senate Parliamentarian.
- 21/17: On the Response to the Faculty Survey
- 22/1: On Electronic Voting at Faculty Assemblies, which expresses the sense of the Senate that, 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 who are virtually present—in accordance with the criteria announced for that meeting—shall be deemed present for the purposes of quorum and voting.
- 22/2: To Form the Slate of Faculty Representatives for the Election of the Faculty Consultative Committee
- 22/3: On the Readiness of GW's Buildings

Detailed meeting minutes, as well as all resolutions and reports to the Senate, are available on the Senate website: facultysenate.gwu.edu.

The Senate met virtually throughout the university's virtual learning period. In September, we returned to meeting in person. However, technological challenges and a desire to reduce the number of in-person requirements for Senate faculty who are engaged in in-person teaching and research have led the Executive Committee to decide that returning to virtual meetings for the time being makes the most sense. This decision will be revisited as circumstances permit.

At this time, there are no active grievances at the university.

Today, I also want to report to you on two important matters: the results of the faculty survey and the upcoming shared governance work that the Senate will engage in with the Board of Trustees and the administration.

First, let me provide a report on the faculty survey, as requested by the petition presented at last November's Faculty Assembly.

On November 18, 2020, the Faculty Assembly adopted a petition asking the Faculty Senate to conduct a "survey of the faculty, with both quantitative and qualitative responses possible, regarding its views of the leadership and communication abilities of the President." In response, the Faculty Survey Team distributed a survey to all full-time GW faculty members across different schools on December 17, 2020. The survey stayed open until January 31, 2021.

We received a total of 1,202 completed responses for a response rate of 67.5%. We released the results to the faculty, the President, and the trustees in two phases. The quantitative results were released on February 22, 2021. Since we had received more than 4,000 comments from 734 faculty members, consisting of more than 120 pages, we took additional time to analyze the qualitative comments. The qualitative results were released on April 2, 2021. In each case, before releasing the quantitative and qualitative results to faculty members, we shared the survey results with both the President and the trustees.

At a special meeting of the Faculty Senate in April 2021, the Senate adopted Resolution 21/17, which resolved the following:

1. The Senate recommends that the Board of Trustees share the complete quantitative and qualitative survey results and the report on the qualitative results in its entirety with the firm evaluating President LeBlanc's performance.
2. Given the repeated calls for solutions contained in the abovementioned four resolutions and the survey's findings of persistent misalignment between the faculty and the university leadership, the Faculty Senate expresses serious concerns about the leadership's ability to uphold and advance GW's vision and mission, the success of which require broad support from faculty, students, and staff.
3. The Faculty Senate directs that the Chair of the Senate Executive Committee or designees of the Chair report the faculty survey results at the next Faculty Assembly.

Of course, the detailed results have already been widely shared with the faculty, and they remain available. Nor is any purpose served by recapitulating the criticisms of the outgoing leadership. More importantly, it is worth noting that the phrase "shared governance" has long received support from faculty, administration, and trustees. One useful insight from the survey and related follow-up discussions was the revelation of some diversity of views on the meaning of shared governance. On the other hand, the most important insight was that the survey revealed a clear and firm desire among the faculty for what might be called genuine shared governance as the university pursues its mission. So what does that mean?

In follow-up to the survey and some earlier developments, for much of Summer 2021, many members of the Faculty Senate spent many hours refining our thinking on shared governance, culminating in a document, Shared Governance 2.0, which was formally shared with the Faculty Senate in September. The trustees have responded favorably toward our efforts.

Finally, I want to close on a forward-looking note, updating you on planned work around shared governance with the Board, the administration, and the Senate.

Earlier this month, a joint message from Board Chair Grace Speights, Interim Provost Chris Bracey, and myself went out to the university community. Shared governance has proven challenging in the past few years, which is why we collectively believe now is an opportune time for building consensus among faculty, administration, and trustees around the meaning and expectations of shared governance at GW. We believe that a clearer understanding of, and commitment to, shared governance will strengthen GW's academic mission, will help our university develop more positive momentum, and will attract a high-quality pool of Presidential candidates. Hence, with an eye toward the future, the FSEC, the Faculty Senate, the administration, and the Board of Trustees will be working together during this academic year to jointly develop an understanding of shared governance that might inform recommendations and/or proposals to clarify or modify university policies and practices around shared governance.

The process we will undertake over the next several months, with the assistance of facilitators with expertise in shared governance is as follows:

1. The development and implementation of a shared-governance survey of faculty, administration, and trustees;
2. The joint selection of a task force (co-chaired by a member of the faculty, the Interim Provost, and a trustee, and appointed after nominations from each group) to hold a series of town halls with the university community (to be conducted both before and after the survey is administered);
3. The hosting of a retreat of FSEC members, administrators, and trustees to discuss the results of the shared governance survey, followed by a retreat for the Task Force to begin its work;
4. The development of a set of recommendations – provided to the trustees by the task force and endorsed by the Faculty Senate and administration – that may include defining rights, responsibilities, and accountability as well as appropriate changes to GW's key governing documents, along with recommendations for how all parties will jointly strengthen shared governance at GW; and
5. The review and consideration for adoption of these recommendations by the Board of Trustees in May 2022.

Faculty, administration, and the Board of Trustees have mutually assured each other of the sincere will to arrive at a common understanding of shared governance by a constructive process which respects rights and obligations of all, not only in its incarnation in procedures and rules, but in particular in the spirit of all participants, now and in the future. Together, we look forward to strengthening shared governance at GW and will stay in touch with you for your feedback and input.

The Senate thanks you for your thoughtful involvement in the many issues it has considered this year and looks forward to your continued contributions. Faculty are especially encouraged to engage in the work of the Senate through its standing committees; the depth and breadth of your diverse experiences are invaluable to this work.

Thank you.