



Faculty Senate

**MINUTES OF THE REGULAR SENATE MEETING
HELD ON FEBRUARY 3, 2023
HYBRID: 1957 E STREET/STATE ROOM & WEBEX**

- Present: President Wrighton, Provost Bracey; Faculty Senate Executive Committee Chair Tielsch Parliamentarian Binder; Acting Registrar Cloud; Senate Office Staff Liz Carlson and Jenna Chaojareon; Deans Ayres, Bass, Feuer, Goldman, Mehrotra, and Wahlbeck; Professors Anenberg, Bamford, Briggs, Callier, Clarke, Cordes, Eakle, Feldman, Gore, Griesshammer, Grynawiski, Gupta, Gutman, Johnson, Joubin, Kulp, Marotta-Walters, Mazhari, McHugh, Mylonas, Olesen, Orti, Pittman, Roddis, Sarkar, Schultheiss, Schwindt, von Barghahn, Vyas, Wilson, Wirtz, Yezer, and Zeman.
- Absent: Deans Fu, Henry, Lach, Matthew, and Riddle; Professors Borum, El-Ghazawi, Kay, Kieff, and Vonortas.

NOTE

Despite testing of the State Room technology ahead of today's meeting, significant technical issues resulted in those attending via WebEx having a great deal of difficulty hearing what was happening in the room. The President's remarks were added to the WebEx chat as quickly as possible. Following the failure of the technology (as assessed by the IT professional in the room), a workaround was established (having all State Room speakers speak from the podium microphone, which was transmitting to WebEx).

CALL TO ORDER

The meeting was called to order at 2:07p.m.

President Wrighton opened the meeting with a procedural statement. He reminded senators of the importance of following regular order under Senate rules. There have been occasions in particular when a senator starts to speak without first seeking recognition from the chair. Whenever a senator wishes to speak, it is imperative that he or she first seek recognition from the chair to speak. The queue includes both senators who are physically present and those participating online. Senators seeking recognition in the State Room should raise their hand. To be recognized virtually, senators should send a chat message directly to Jenna; these senators remain muted until they are recognized. To the greatest extent possible, the chair will alternate between recognizing Senate members in the room and in the virtual queue. The president asked the group to keep in mind that, if someone starts speaking without recognition from the chair, any senator can raise a point of order asking that the chair enforce the rules. To be fair to the full group, the President indicated that he would not hesitate to enforce the rules.

APPROVAL OF THE MINUTES

The [minutes](#) of the January 13, 2023, Faculty Senate meeting were approved by unanimous consent.

PRESIDENT'S REPORT (Mark Wrighton, President)

The president observed that the university is off to a productive start to the spring semester. He thanked the Senate for all the hard work they and their colleagues do for GW students to ensure an excellent academic experience.

Even before the official first day of classes for GW undergraduates, there was excitement on campus on Martin Luther King, Jr. Day when the university welcomed Vice President Kamala Harris, Secretary of Education Miguel Cardona, Housing Secretary Marcia Fudge, AmeriCorps CEO Michael Smith, and Peace Corps Director Carol Spahn, who is an alumna of the Elliott School. The group engaged in a very interesting discussion about service and how it can shape communities and bridge divides. And, as is GW's tradition, the university community then went out to participate in service projects, including alongside the Vice President.

The President reported that another highlight of the semester so far has been engaging with members of GW's alumni and donor communities, most recently at events in Los Angeles and the Bay Area. Many students admitted through early decision attended these events with their families, as well. The President noted that there is clearly a great deal of enthusiasm and support for the university's future.

The university has begun its annual recognition of Black History Month, and the President noted that he attended the recent event organized by GW students and featuring actress and comedian Amanda Seales. He hoped that faculty would attend Black Heritage Celebration events throughout the month and contribute to the ongoing work of racial justice and strengthening equitable and inclusive spaces and opportunities for members of the Black community.

The President also noted that he will have the opportunity tonight to recognize the newest members of our Athletics Hall of Fame, and tomorrow he will attend a retreat with members of GW's Posse Scholars cohort.

Finally, the President hoped everyone saw the exciting announcement that Bryan Stevenson will be this year's Commencement speaker. Mr. Stevenson is the executive director of the Equal Justice Initiative and a professor of law at New York University School of Law. As an advocate for human rights, representative for the wrongly convicted and unfairly sentenced, and leader of anti-poverty and antidiscrimination efforts, Mr. Stevenson is a distinguished individual whose work has changed the legal landscape and had a direct and positive impact on hundreds of individuals. He will certainly serve as an inspiration to GW graduates, and the President hoped everyone has their calendars marked for Commencement on the National Mall on May 21.

President-elect Ellen Granberg is receiving an extensive education about GW. She and her wife joined President Wrighton and his wife at the Black Heritage celebration on Wednesday, and she has had a full schedule of meetings and events this week during her visit to campus. She plans to make several additional visits to campus between now and the end of June.

RESOLUTION 23/6: On Recommended Changes to the *Faculty Organization Plan* (Guillermo Orti & Natalie Houghtby-Haddon, Co-Chairs, Professional Ethics & Academic Freedom Committee)

Professor Orti recognized Professor Houghtby-Haddon to present the [attached](#) resolution on amendments to the *Faculty Organization Plan* (FOP). Professor Houghtby-Haddon began her introduction by referencing a [letter](#) sent to the Senate earlier this week providing some background on the current resolution. She noted that this resolution is limited in its scope and does not address the question of Faculty Assembly membership. Assembly membership will be taken up in a future resolution, as the Professional Ethics & Academic Freedom (PEAF) committee continues to work on this issue. The changes in Exhibit A of the current resolution were originally presented to the Senate in Resolution 23/1; that resolution was not passed by the Senate due to concerns over Assembly membership amendments. Professor Houghtby-Haddon moved the resolution for consideration by the Senate. Professor Griesshammer seconded the motion.

Professor Briggs noted that there are many remote faculty in the School of Nursing (SON). She expressed her concern that, while the resolution contains a provision for electronic voting, there is not a provision for determining meeting modality beyond the amendment designating this responsibility to the Faculty Senate Executive Committee (FSEC) chair, in consultation with the President. She suggested that an amendment designating how meeting modality would be determined might be considered, in recognition of the fact that there are duly elected Senate members who are remote and would lose their ability to participate in Senate meetings if these meetings are held solely in person.

Professor Griesshammer understood this concern but expressed his uncertainty about how to approach the question beyond the proposed FOP language change, noting that, at the moment, the modality determination is made through an informal discussion within FSEC. In these discussions, the group consistently recognizes the need of elected faculty who are remote to be able to participate. He added that meetings have become consistently shorter since Senate meetings have returned to in-person methods and that there seems to be a clear advantage to being in person from this point of view. He suggested that the best solution to this problem may be the general understanding that the current process works well at the moment.

Professor Feldman recalled that the FOP is an organizing principle and is not meant to prescribe the details of each meeting. The resolution seeks to prevent the FOP from standing in the way of responding to the needs of the Senate; as such, it cannot and should not try to anticipate every possible scenario. She suggested that the resolution as written meets the concerns raised, as it creates a method for the determination of meeting modality.

Professor Briggs proposed an amendment that the mode be determined by vote of the Senate at either the end or beginning of its session to establish the meeting modality for the upcoming session, barring an emergent situation that would change the determined modality for a given meeting. Professor Schwindt concurred with this amendment and seconded. She hoped that, in the future, robust discussions might take place about ways to ensure that all members of the university community have an opportunity to participate fully on the Senate as well as its committees.

Professor Tielsch proposed language for the amendment, placing the following sentence prior to the sentence beginning “The Chair of the Faculty Senate Executive Committee in consultation...” in section 4(a):

“The modality of regular Senate meetings shall be determined by a vote of the Senate at the first meeting of the year.”

Additionally, it was noted, the words “regular or” should be removed from the final sentence in this section as the amendment specifically speaks to this determination for regular meetings.

Professor Roddis spoke against the amendment, noting a problem with voting on meeting modality at the first meeting of a new Senate session in that faculty won’t necessarily know before the first meeting of the Senate session whether they may be remote when they run for a Senate seat. Any determinations about meeting modality would need to be made prior to the Senate elections in the schools. She added that the existing language in the amended FOP is sufficient to address this concern.

Professor Clarke also spoke against the amendment, stating that he would prefer to leave the amended language as written in the resolution and not add this language. He added that, even if this amendment were adopted, the Senate would then still need to determine the modality of the first meeting of the session.

Professor Sarkar stated that he was in favor of the proposed language in the resolution, which covers this question. He added that better technology for hybrid meetings should be a top priority moving forward.

Professor Schwindt asked why, when the determination is that hybrid meetings are what is being done at least at present, the FOP needs language implying that this could change.

Professor Briggs suggested withdrawing her amendment in favor of a new amendment striking the proposed statement in the resolution on determining meeting modality. The Parliamentarian noted that the amendment was moved and seconded and that unanimous consent would be required to withdraw the amendment. She added that the point of the specific statement on this issue in the resolution is to provide flexibility but also to clearly indicate that the Senate may meet in a hybrid mode, as the current FOP does not provide for this possibility.

Professor Briggs requested and obtained unanimous consent to withdraw the present amendment.

Professor Yezer proposed an amendment that the last sentence of p. 2, 3(a) be duplicated at the end of 3(b), noting that the same advance notice should be provided for special meetings as for regular meetings. The amendment was seconded.

Professor Wagner spoke against the amendment, noting that there is language in 3(b) that speaks to both the preparation of a special meeting agenda and the timing of the distribution of such an agenda. President Wrighton added that, in the event of an emergency and as demonstrated in recent circumstances, heavy online participation would take place at an online special meeting in the case of emergent circumstances.

Professor Grynaviski spoke against the amendment, recalling that the Senate’s view on this topic last year was that there has not been abuse of special meeting privileges and that PEAFF wanted to maintain flexibility in the FOP around the ability to call a special meeting in a genuine emergency.

Constraining a procedure that is designed to provide flexibility in emergency situations, he stated, did not seem like a good idea.

Professor Houghtby-Haddon noted that the amendment language would need to change sentence slightly, replacing “regular” with “special.”

A vote on the amendment failed, 18-4. A vote on the resolution passed unanimously.

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

Referencing the [attached](#) slides, Vice Provost Norris provided a report on several aspects of the research enterprise at GW. She described a year of impact, highlighting several faculty honors and accomplishments, key research awards, and publication numbers.

She discussed how the university is working to strengthen the research enterprise, noting that the path to preeminence requires cross-functional collaboration and a shared commitment to centering research and scholarship in all activities. She reviewed several endeavors and innovations underway to strengthen research at GW. She provided historical data on total Research and Development (R&D) expenditures by source (including a look at total federal vs. total NIH expenditures), total expenditures by types of research, and research expenditures with NSF’s Higher Education Research and Development (HERD) rankings.

In further integrating researching and teaching at GW, she talked about the cultivation of “problem seekers” and participation in mentored research. She closed by highlighting the upcoming celebration of Women and Girls in Science, a weeklong celebration with a kickoff event at the Science & Engineering Hall to be held on February 7.

President Wrighton indicated that he was very pleased with the progress summarized in this report, which clearly indicates that great things are happening at GW and are getting out into the world.

Professor Yezer asked whether anyone is tracking publications by graduate students, noting that this is an important statistic, and whether there is anything faculty can do to support getting this information to the Office of the Vice Provost for Research (OVPR). Vice Provost Norris responded that, to her understanding, faculty are publishing with their graduate students; several Senate members indicated, however, that this is not the case for their disciplines. She suggested that annual reports from graduate students could be a good way to capture this information. One Senate member suggested that annual reports submitted by faculty advisors would capture this as well. Vice Provost Norris indicated that she would discuss ways of capturing this information with Vice Provosts Hammond and Subramaniam.

President Wrighton added that anyone publishing their work would like others to read it and that a list of publications by graduate students could be one way of lifting the visibility of important work being done at the university.

Professor Wagner recalled that, at the September Senate meeting, she shared a long list of frustrations she and her colleagues had experienced in the research arena, particularly in post-award management and administrative support (e.g., hiring, reimbursement). She asked what the last ten months have provided Vice Provost Norris in terms of understanding the various challenges around

award support and how this area can be strengthened. She also relayed a question from a recent discussion in an Equity Institute initiative fireside chat about the necessity of background checks for temporary part-time personnel.

Vice Provost Norris responded that background checks are essential when bringing people in to work with the scholarly environment (where they are interacting with students, for example). There have been challenges in this compliance area as well as in others, such as reporting foreign travel and associations. She noted that a current gap analysis by Huron will help identify where there are gaps in GW's compliance programs. Professor Wagner clarified her question, noting that her colleagues raised this as a policy that might not be "one size fits all" and may be exclusionary and prohibitive for some, particularly part-time graduate researchers. She hoped that OVPR might determine to whom this requirement applies and what the possible exclusionary effects of it are.

Responding to the question about post-award management and administrative support, which focused on HR-related and purchasing concerns, Vice Provost Norris noted that she has been surprised, dating back to her interview process, by the number of people who relayed how difficult it is to hire people and how many things get in the way of the scholarly enterprise. She noted that the Huron analysis will help with some of these issues and that she has already identified some specific challenges. For example, when hiring faculty onto research grants, their salary is set at what the grant supports, but that does not represent their market value; when they get more sponsored research, they want to increase their salary to include the new grant, which brings them closer to market value. This then creates issues around benefits equity and faculty members potentially being incorrectly classified as part-time. She affirmed that she is aware of these issues and is spending a lot of time on determining how best to address them.

Professor Griesshammer asked Vice Provost Norris for her thoughts on the definition of cross-disciplinary research, noting that a definition previously used at GW was limited to work done across schools and did not include a lot of work within schools that should be considered cross-disciplinary. Vice Provost Norris responded that, to her thinking, any problem requiring different sets of background training to advance scholarship within that field should be considered interdisciplinary. She added that all of the world's greatest problems now require an interdisciplinary approach and that she was very happy to hear President-elect Granberg speak to this in her introductory address.

Professor Grynaviski noted that, since COVID, undergraduate research has seen less by way of events showcasing this work, either in person or online. He noted the difficulty in preparing undergraduate students for these events when they occur after a student has completed a course and asked if they would be returning to the calendar. Vice Provost Norris responded that she has learned that the undergraduate research showcase has evolved over time at GW. She noted that staffing for this event has historically been covered by either the Center for Undergraduate Fellowships and Research or a Presidential Fellow; staffing for both of these areas is no longer in place at GW, and there is limited institutional memory around this event in OVPR. Currently, she noted, she is working to understand the intended audience for this event (e.g., funding agencies, companies seeking to hire, potential graduate and undergraduate students, an internal audience talking to each other). In the recent past, the focus of this event was not clear; she has therefore convened a working group to determine how to move forward and re-envision what this event might look like. She added that several schools are planning to offer their own events in this area.

Professor Orti asked what kind of reception and participation OVPR training events for students and faculty on integrity and ethics in research have received and what GW is doing in terms of advancing responsible conduct of research. Vice Provost Norris responded that responsible conduct of research is a requirement of some funding agencies, and, as a result, some of GW's schools have their own responsible conduct of research training in place. In addition, OVPR offers a monthly seminar. However, the person who led the more in-depth, semester-long training is leaving GW. Therefore, while OVPR had scheduled this training for this semester, it had to be canceled due to lack of staffing. However, only 11 people had registered for the semester-long training; it is clear that broader interest and participation is needed. She noted that, as this office is restaffed, more robust participation will be pursued for these programs. She added that she is hoping to bring together other vice presidents/provosts of research in the region to collaborate, ideally creating a consortium of training opportunities and shared resources (including in other areas, such as core facilities).

Professor Zeman asked how undergraduate participation in research at GW compares to peer institutions and whether there are any incentives to departments and schools for involving undergraduates in research. Vice Provost Norris responded that there is not a standard by which data can easily be compared across institutions. She added that the most important thing is that students have significant experiences outside the classroom, noting that there are many ways to do this at GW and in DC. She stated that she has begun conversations with Vice Provost Jay Goff on this metric and will be working with the Center for Undergraduate Fellowships and Research to look at peer institution data and where GW sits in comparison.

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
Unanimous consent was requested and obtained for the appointment of Professor Sherrie Wallington (School of Nursing) to the Research committee.
- II. Senate Standing Committee Reports Received
None.
- III. Election of the Nominating Committee for the 2023-2024 Faculty Senate Executive Committee
Unanimous consent was requested and obtained for the [attached](#) slate.
- IV. Request for Senate consent to permit the Executive Committee to adjust the School of Engineering & Applied Science Senate membership terms: Professor Kim Roddis
Professor Roddis noted that the Faculty Organization Plan (FOP) Section II.c. c)/Terms of Office states that “the term of office for faculty members of the Senate shall be two years beginning on May 1 of the year in which they are elected. If necessary, the terms shall be adjusted by the Executive Committee, with the consent of the Senate, so as to elect approximately one-half of the faculty members each year.” She explained that the current balance of the School of Engineering and Applied Sciences (SEAS) Senate membership terms results in three Senate members

being elected in one year (the upcoming election) and one in the other. The SEAS Senate members feel that a two/two would be a more optimal balance. Professor Roddis stated that the SEAS Senate members would like to take advantage of the above-mentioned FOP provision permitting an adjustment in terms. Professor Tarek El-Ghazawi, one of the SEAS Senate members whose term technically expires in 2023, did not join the Senate until January 2022. The SEAS senators request his end of term be moved forward one year to end in 2024. This has already been discussed within SEAS and will be formalized at the February 15 SEAS faculty meeting. Following that SEAS action, it will be brought to FSEC. This is an opportunity to have one additional person elected for a full term beginning in the 2024-2025 session, bringing SEAS to the desired two/two Senate term split.

Professor Wirtz noted a distinction between the two circumstances in this request: 1) changing the SEAS election terms to a two/two split as opposed to a three/one split, and 2) the extension of a current Senate member's term. He noted that the former is an excellent idea but that the latter would be a bad precedent to set in the Senate. Professor Roddis responded that Professor El-Ghazawi or another SEAS faculty member would be elected this year to a new term. Professor Griesshammer clarified that a seat is becoming vacant in SEAS and is up for election this spring. That seat would normally be filled by a one-year appointment, and SEAS would like to elect someone to a two-year term in order to realign the SEAS Senate membership to elect two Senate members each year. He also clarified that the FOP requires that each open Senate seat have at least two faculty standing for election to that seat.

Professor Johnson asked what the number of faculty in SEAS is relative to the number in SMHS. Professor Roddis confirmed that Professor Johnson's question was centered on the question of proportional representation in the Senate and responded that these issues are being taken up separately by PEAFF. President Wrighton noted that this question is not relevant to the present agenda item and returned discussion to the current question.

Unanimous consent was requested and obtained for Senate consent to permit FSEC to adjust the SEAS membership terms such that two SEAS Senate members are elected each year.

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

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

BRIEF STATEMENTS AND QUESTIONS

Professor Wilson noted that he was surprised to find that some of his colleagues were under the impression that Senate committee membership is limited to Senate members. The Senate office confirmed that this unfortunately common misunderstanding was specifically addressed in the blast email sent to faculty this week about the committee service volunteer call.

Professor Clarke noted that, for two Senate meetings in a row now, the meeting commenced without the ability of online participants to hear what was happening in the room and therefore to participate in the meeting. He registered his objection to the treatment of these participants as second-class citizens, noting that the technical issues in today's meeting were not related to the WebEx participants' ability to use WebEx correctly. Provost Bracey noted that he would pass this sentiment along to the Chair.

Professor Feldman made a comment and asked a question about an issue raised at the last Senate meeting about a complaint of anti-Semitism and the university's decision to involve an outside party in investigating this complaint. Understanding that the administration cannot speak to the facts of the matter while the investigation is underway, she noted that there has been a great deal of additional reporting about the potential facts of the matter, most of which suggests that it is possible, if not probable, that what is happening in this case is not anti-Semitism but rather an attack on the academic freedom of a faculty member, and possibly discrimination against a faculty member. She expressed concern that the university seems to have stated publicly that the issue at hand is potential anti-Semitism by a faculty member but has not expressed concern about the faculty member's rights. She asked what the university is doing to ensure that the academic freedom of an individual and of all faculty members are protected and that faculty members are not subjected to discriminatory treatment.

Provost Bracey appreciated the comment and the question and affirmed that the university is currently engaged with a third-party investigation into the incidents that allegedly occurred on campus. The university has issued a public statement in that regard, and that statement is available to the public. When it comes to academic freedom and the protection of faculty members from discrimination, he continued, the university does have guidelines to protect the academic freedom of faculty. He noted that he participated in the drafting of that document with then-Provost Maltzman, in consultation with PEAFF, and the university continues to stand by this policy. In terms of discrimination, the university has always had a statement and a policy in place that prohibits discrimination against a faculty member, and that has not changed.

ADJOURNMENT

The meeting was adjourned at 4:36pm.

February 1, 2023

Dear Senators,

In anticipation of our discussion of Resolution 23/6 this Friday, we would like to offer some clarification on the purpose and limitations of our proposal. The “difficult question” of Faculty Assembly membership remains unanswered, therefore the language of the FOP on this section (Article II, Section 1) remains unchanged (except for updated titles), and so are the sections referred to quorum and other numbers of faculty required for certain actions of the Assembly (in Article II, Section 3). All the changes redlined in “Exhibit A” attached to 23/6 have been already presented to the Senate last year in SR 23/1.

Background: our committee has been charged by FSEC to provide a revision to the Faculty Organization Plan (FOP). Last year, PEAf submitted a resolution (23/1) proposing updates and an amended version of the FOP that was discussed at the May 6, 2022 Senate meeting (see [agenda with resolution and Exhibit A](#)). Following the recommendation made by the Senate on May 6, 2022 (see [minutes](#)) and the "task force on Assembly membership" (see [minutes](#)), PEAf is now ready to deliver a new version of the FOP that **excludes any changes of Assembly membership or requirements for quorum, for calling a meeting, or for including matters in the agenda (since these requirements are contingent on the size of the Assembly)**. Changes for the definition of Assembly membership continue to be debated in our dedicated subcommittee and we hope to find some resolution soon. But that might be the matter of another Senate Resolution.

In this resolution, we only propose ‘housekeeping’ amendments related to gender, titles, and other minor issues (timing of FSEC election) that should be uncontroversial.

Natalie Houghtby-Haddon
Guillermo Orti
PEAF Co-Chairs



Faculty Senate

A RESOLUTION ON RECOMMENDED CHANGES TO THE *FACULTY ORGANIZATION PLAN* (23/6)

WHEREAS, the Faculty Senate Executive Committee charged the Professional Ethics and Academic Freedom Committee to review the Faculty Organization Plan;

WHEREAS, the COVID-19 pandemic has required us to reconsider in-person meetings of the Faculty Assembly and to consider possible alternatives that would allow virtual participation and voting;

WHEREAS, rules are required to establish the procedures for deciding whether a Faculty Assembly meeting should be conducted virtually;

WHEREAS, the titles of several University administrators have changed;

WHEREAS, the function of administering Faculty Assembly meetings now rests with the Faculty Senate Office, which provides notice of meeting by electronic, rather than regular, mail; and

WHEREAS, the Faculty Organization Plan should be free of gender bias;

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

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

Professional Ethics & Academic Freedom Committee
January 26, 2023

Adopted by the Faculty Senate
February 3, 2023

EXHIBIT A

THE GEORGE WASHINGTON UNIVERSITY
FACULTY ORGANIZATION PLAN

Originally put in operation in 1960; as amended most recently in 2023.

Article I. Purpose and Power

SECTION 1. OBJECTIVE

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

SECTION 2. STRUCTURES AND POWER

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

Article II. The Faculty Assembly

SECTION 1. MEMBERSHIP

The Faculty Assembly shall consist of the academic personnel holding the rank of university professor, professor, associate professor, assistant professor, or instructor who are full-time employees (or, in the School of Medicine and Health Sciences, the equivalent as defined in affiliation agreements) of a degree-granting college, school, or division of the University. The Faculty Assembly shall further consist of the President, the Provost and Executive Vice President for Academic Affairs, the Executive Vice President for Financial Affairs and Chief Financial Officer, the Dean of Libraries and Academic Innovation, the Registrar, the Dean of Undergraduate Admissions, and the officers of the administration appointed by the President to the Senate. Vice Provosts, other academic personnel in full-time service, and professors and associate professors emeriti, may attend meetings of the Assembly and shall be privileged to speak; but they shall not have the right to make motions or to vote.

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SECTION 2. OFFICERS

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

SECTION 3. MEETINGS

(a) A regular meeting of the Assembly shall be held at least once during the academic year.¹ A regular meeting may be called by the President, by the Senate, or by the petition of twenty or more members of the Assembly. The agenda shall be prepared by the President and shall include any matter requested by the Senate or the Executive Committee of the Senate. The agenda shall also include any matter requested by petition of fifteen or more members of the Assembly. The call of a regular meeting shall contain the time, place (in-person, virtual, or both), and agenda of the meeting; and it shall be distributed not later than the tenth day preceding the day of the meeting.

(b) A special meeting of the Assembly may be called by the President (or in the President's absence, the Provost and Executive Vice President for Academic Affairs), by the Chair of the Executive Committee of the Senate, or by either of these at the request of fifty or more members of the Assembly, giving as much notice as the circumstances permit. The agenda for a special meeting shall be prepared by the person calling the meeting, in consultation with the Executive Committee of the Senate as far as practicable and, if applicable, with representatives of the members of the Assembly requesting such a special meeting.

(c) The President, or in the President's absence, the Provost, in consultation with the Chair of the Faculty Senate Executive Committee, may determine that a regular or special meeting of the Assembly is to be conducted virtually by electronic means in lieu of or in addition to meeting in-person.

(d) A quorum for any meeting shall consist of 125 members of the membership of the Assembly.

(e) The Assembly shall act by affirmative vote of a majority of members present and voting, unless the action proposed is to review action taken by the Senate, in which case the affirmative vote of two-thirds of the members present and voting shall be required. Whenever a regular or special Assembly meeting is called at which virtual attendance is permitted, either exclusively or as an alternative to in-person attendance, members of the Assembly who are present in-person or virtually shall be deemed present for purpose of counting the quorum and shall be permitted to vote.

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

(f) ~~To the extent possible, the votes of members of the Assembly are public. The votes of individual members may not be recorded in the minutes of the Assembly.~~

(g) The bylaws and rules of procedure of the Assembly shall be subject to the provisions hereof and shall be prepared by the Executive Committee of the Senate, subject to confirmation and amendment by the assembly.

SECTION 4. FUNCTIONS

The functions of the Assembly shall be to:

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

Article III. The Faculty Senate

SECTION 1. FUNCTIONS

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

- (1) Formulate principles and objectives and find facts, so as to recommend policies to the President;
- (2) Provide the President and the Board of Trustees with advice and counsel on such matters as they may request;
- (3) At the direction of the Assembly — or may, at the request of the faculty of any college, school, division or of individual faculty members, or on its own initiative — consider any matters of concern or interest to more than one college, school, or division, or to the Faculty, and make its recommendations or otherwise express its opinion with respect thereto, to the Assembly, the President, or ~~to~~ the Board of Trustees;

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

SECTION 2. ORGANIZATION

(a) *Membership*

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

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

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

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

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

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(b) *Officers*

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

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

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(c) *Terms of Office*

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

SECTION 3. ELECTION OF FACULTY MEMBERS

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

- (1) The nominating procedure shall permit nominations from the floor or by petition in addition to any other method adopted by the faculty of the school or group involved, and shall, unless otherwise determined at or prior to the election meeting by two-thirds vote of such faculty, require at least two nominees for each Senate seat to be filled.
- (2) Voting shall be by secret ballot.
- (3) Only members of the faculty in full-time service shall be eligible to vote.
- (4) The elections shall be held at meetings called by the academic deans of the respective schools prior to March 15 of each year. A quorum shall be that number which is determined by the faculty of the individual school, college, or division as the quorum required for its regular faculty meetings.
- (5) In the event that a vacancy occurs in the Senate membership or a member is on leave of absence or otherwise unable to participate for any period, the faculty of the school or group involved shall be entitled to elect another representative for the remainder of the term or pro tempore for the period of absence involved.

SECTION 4. MEETINGS

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

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

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

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

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

SECTION 5. COMMITTEES

(a) General

There shall be three kinds of Senate Committees: the Executive Committee, standing committees, and special committees. The Executive Committee and all standing committees shall meet as directed by the Senate or as determined necessary by the committees themselves or their chairs, but not less than once a year. Committee meetings shall be conducted according to orderly procedure, records of deliberations shall be kept, and reports shall be made to the Senate as often as required, but at least annually. Copies of all formal reports shall be filed with the ~~Senate Office~~, and shall be available for inspection by members of the Assembly and the administrative officers of the University. Members of the Executive Committee and standing committees shall be elected for a term not exceeding one year. ~~Members~~ of the Executive Committee shall ~~not~~ immediately succeed ~~themselves~~ more than twice. The Senate shall establish such procedures for temporary replacement of members of the Executive Committee as shall seem necessary to assure that the Executive Committee would not be prevented from acting effectively in emergencies because of inability to assemble a quorum of its membership.

(b) The Executive Committee

The Executive Committee shall consist of nine faculty members of the Senate. ~~The President and Provost and Executive Vice President for Academic Affairs serve~~ ex officio. The following nine schools shall have one representative each: the Columbian College of Arts and Sciences, the Elliott School of International Affairs, the Graduate School of Education and Human Development, the

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Law School, the School of Business, the School of Engineering and Applied Science, the School of Medicine and Health Sciences, the School of Nursing, and the School of Public Health.⁴ Any faculty member of the Senate shall be eligible to be elected to the Executive Committee.

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

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- (1) Arrange the agenda for Senate meetings, and shall serve as the channel through which any member of the Assembly may introduce matters for the consideration of the Senate. It shall include in the agenda for any meeting any matters requested by the President or by 20 percent of the members of the Senate.
- (2) Serve as the committee on committees for the Senate and in that capacity nominate the members and chairs of the standing and special committees and the nominating committee for the members and Chair of the Executive Committee. Individual faculty members of the Senate shall have the right to make additional nominations, by petition to the Executive Committee or nominating committee prior to the election meeting, or from the floor at such meeting. In the event of any questions or dispute as to the jurisdiction of any standing or special committee, the matter shall be referred to the Executive Committee for resolution.
- (3) Assist in carrying into effect the actions of the Assembly and the Senate, and make regular progress reports with respect thereto to the Senate.
- (4) Prepare and submit progress reports and reports on the work of the Senate, and on any other matter directed by the Senate, to the President and to the Assembly. ~~At the end of~~ Each academic year, a report covering the entire year shall be prepared and distributed to all members of the Assembly.
- (5) Receive reports prepared by or in any college, school, or division of the University that may be of concern or interest to any other college, school, or division, or to the faculty generally, and arrange for distribution of copies thereof to such other college, school, or division or the faculty.

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

- (6) Act on behalf of the Senate in emergencies on matters requiring immediate action when it is not feasible to call a special meeting of the Senate, such action to be reported to the Senate for confirmation at its next regular meeting.

(c) Other Committees

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

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Article IV. Amendments

Amendments to this University Faculty Organization Plan may be proposed to the Assembly by the President, by the Senate through petition to the President as Chair of the Assembly, or by 100 of the faculty members of the Assembly. Voting on a proposed amendment by the Assembly may be at a regular or special meeting. For adoption of a proposed amendment by the Assembly, a favorable vote of either two-thirds of those voting, or a majority of the voting members of the Assembly, whichever is the lesser, shall be required. Amendments so adopted shall be submitted to the Board of Trustees for its approval and shall become effective only when so approved.

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APPENDIX I

Rules of Procedure for Faculty Assembly Meetings

1. NOTICE OF MEETING. Notice of a meeting of the Assembly shall consist of the time, place and form of the meeting, the type of meeting, whether regular or special, the means by which the meeting has been called, and the Agenda prepared by the President. The Senate Office shall publish the Notice at least ten days (not including the meeting day) prior to the meeting day.

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2. PRESIDING OFFICER. The President shall be Chair of the Assembly and its presiding officer. In absence of the President, the Provost and Executive Vice President for Academic Affairs shall preside, and in the Provost's absence, the Chair of the Executive Committee of the Faculty Senate.

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3. ORDER OF BUSINESS. The ordering of business on the Agenda shall be done by the President, and matters may be taken up out of the announced order at the Chair's discretion. A matter for debate that does not appear in the Agenda may be taken up only by a majority vote suspending the Rules of Procedure for that matter.

4. MEETINGS. Attendance at meetings of the Assembly shall be confined to members, except as individuals are invited by the President or Chair of the Faculty Senate Executive Committee to attend, and subject to the Assembly's right to declare the meeting closed to nonmembers by a majority vote.

5. DEBATE. Debate and amendments (including substitute motions) must be germane to the question being debated. In order to raise the issue of germaneness, a member may interrupt debate to call for a ruling by the Chair, or the Chair may raise the issue; and the Chair's ruling on germaneness may be overturned by a majority vote.

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6. RULES OF ORDER. Except as otherwise specified in the Rules of Procedure, the Assembly shall govern itself according to Robert's Rules of Order. The Parliamentarian of the Senate shall advise the Chair on points of order.

7. VOTING. The first vote on a question shall normally be by voice, and if members attend virtually, by equivalent electronic means, and the Chair shall announce the result. If the Chair or three members call for a division of the Assembly, the Chair shall appoint tellers and shall call for a show of hands, or an equivalent electronic and public method for any members attending virtually, announcing the number of affirmative and negative votes. No secret ballot shall be taken except by notice in the Agenda.

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8. ADOPTION AND AMENDMENT. The Rules of Procedure, having been prepared by the Executive Committee of the Senate according to Article II, Section 3(e), of the Faculty Organization Plan, may be adopted by the Assembly by majority vote. The Rules may thereafter be amended as an ordinary matter of business after appearing on the Agenda and being adopted by majority vote.

APPENDIX II

Bylaws of the Faculty Senate

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

SECTION 1. MEETINGS AND SESSIONS

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

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

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

SECTION 2. ORDER OF BUSINESS AND AGENDA

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

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

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

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

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

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

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

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

SECTION 3. RESOLUTIONS

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

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

⁵ Amended by Faculty Senate Resolution 20/11.

⁶ Amended by Faculty Senate Resolution 20/11.

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

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

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

SECTION 4. COMMITTEE ACTION ON RESOLUTIONS

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

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

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SECTION 5. COMMITTEE REPORTS

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

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

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

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

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

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

SECTION 6. VOTING

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

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

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

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

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

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

SECTION 7. DEBATE

(a) The entry of a Resolution upon the Agenda as reported by a Committee puts that business before the Senate for debate, and no second or other motion is required. A spokesperson for the position of the Committee, ordinarily the Chair, shall have the privilege of opening and closing debate on the merits.

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(b) Debate and amendments must be germane to the Resolution or other motions, and rulings of the presiding officer upon calls for order of the question of the germaneness shall be appealable by a majority vote.

(c) Upon request of an elected member, and upon a majority vote if demanded by any member, the privileges of the floor for a germane statement not to exceed ten minutes in length may be extended to any person.

SECTION 7A. STATEMENTS AND DISCUSSIONS

(a) At the close of all business brought before the Senate at a regular meeting, a member or any other person, within the procedures set out in Section 7(c) may deliver a statement upon any subject within the competence of the Senate, and any other members may join in discussion of the statement. Other statements and discussion may follow. A statement shall not be considered a Resolution, and discussion of a statement shall not be considered debate. The order of appearance of persons delivering statements may be set in advance of the meeting by arrangement with the President and may, but need not, be set forth in the Agenda. The subjects of statements and motions of referral, but not the details of discussion, shall be recorded in the minutes.

(b) A statement or discussion may be interrupted by the following motion: "I move to refer the subject to the Senate Committee on...(naming an appropriate committee)." Because a function of the motion is to terminate discussion of the subject, the motion shall be undebatable, and it shall be amendable only in respect of the committee designated.

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SECTION 8. RULES OF ORDER AND PARLIAMENTARIAN

(a) Except as specifically provided to the contrary in the Bylaws, the Senate and its committees shall govern themselves, according to *Robert's Rules of Order*.

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(b) A Parliamentarian shall be appointed at the first regular meeting of each session by the President with the advice and consent of the Senate. The Parliamentarian shall not be a member of the Senate. The Parliamentarian shall advise on parliamentary procedure for meetings and shall assist in the drafting of Resolutions.

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(c) Rulings announced by the presiding officer shall govern the Senate unless appealed and overruled by a majority vote. It shall be the duty of the Parliamentarian to frame issues of procedure as proposed amendments to the Bylaws.

SECTION 9. AMENDMENTS

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

SECTION 10. STANDING COMMITTEES

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

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

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

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

THE GEORGE
WASHINGTON
UNIVERSITY
WASHINGTON, DC

RESEARCH UPDATE

Faculty Senate

Pamela Norris
Vice Provost for Research

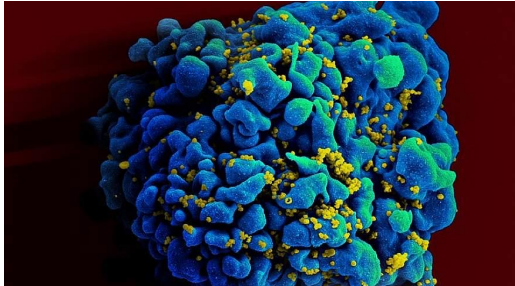
February 3, 2023



Overview

- A Year of Impact
- Strengthening the GW Research Enterprise
- Sponsored Research Metrics
- Integrating Research and Teaching

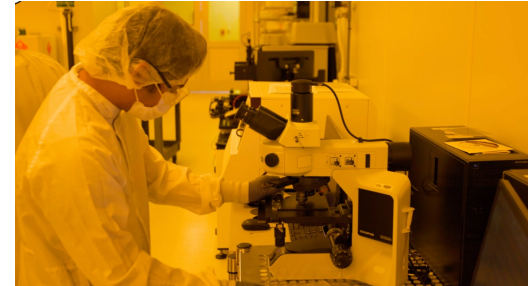
A Year of Impact



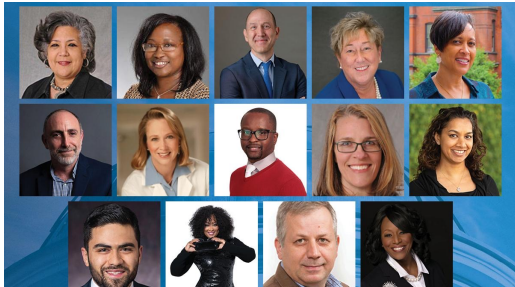
First Human Trial of mRNA HIV Vaccine



Combating Online Harassment of Journalists



Microchip Innovation



GW Equity Institute Initiative



Eating Meat and Human Evolution



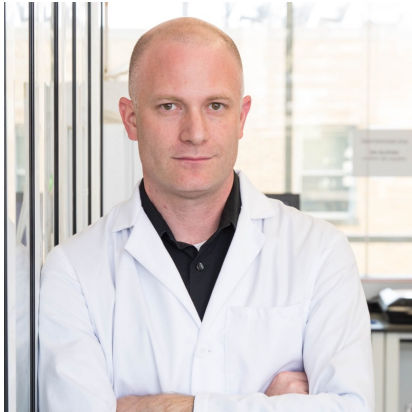
50 Years of Biostatistics Research

A Year of Impact *Fulbright Scholars*



Carla Berg (GWSPH), Sarah Calabrese (CCAS), Aman Luthra (CCAS) and Keryn Gedan (CCAS) named to the 2022-2023 class of Fulbright Scholars.

A Year of Impact 2022 AAAS Fellows



Chet C. Sherwood, Anthropology

For distinguished contributions to the field of biological anthropology and evolutionary neuroscience, particularly using comparative approaches to understand the evolution of the human brain.



Akos Vertes, Chemistry

For distinguished and innovative contributions to the field of mass spectrometry, especially as applied to single-cell analyses.

A Year of Impact *Presidential Appointment*



Vanessa Northington Gamble appointed by President Biden and confirmed by the U.S. Senate as a member of the National Council on the Humanities.

A Year of Impact

Highlighted Faculty Honors & Accomplishments

- **Eleven members of the GW community** are awarded Pulitzer Prizes, including the deputy director of the Program on Extremism, a Corcoran faculty member and nine alumni from CCAS, Corcoran and SMPA
- **Herman Aguinis and Annamaria Lusardi (GWSB)** among Clarivate's Highly Cited Researchers for 2022
- **Scott Pace (ESIA)** awarded the Order of the Rising Sun, Gold and Silver Star from the Japanese government for his contributions
- **Adam Friedman (SMHS)** receives American Academy of Dermatology Presidential Citation

A Year of Impact

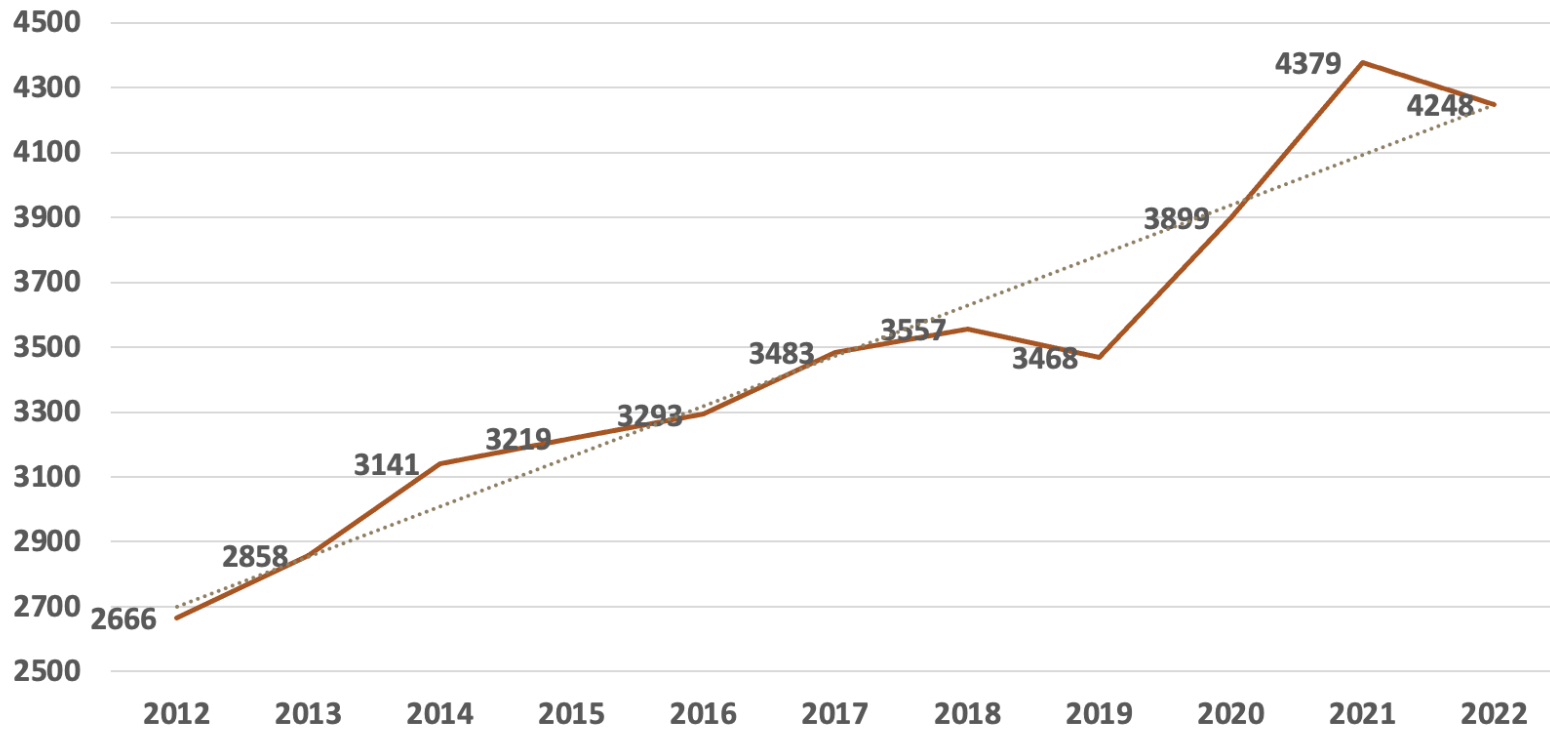
Largest Single Award in GW History

- **\$51 million over five years, NIH-funded award**
- PI Marinella Temprosa (GWSPH/Biostatistics Center)
- Project aims to address the goal to “prevent, halt, or reverse Alzheimer’s Disease” in the high-risk group of persons with pre-diabetes and type 2 diabetes, who represent over half of the population aged 60 years and older in the US
- GW will coordinate administrative, clinical operations, and data management



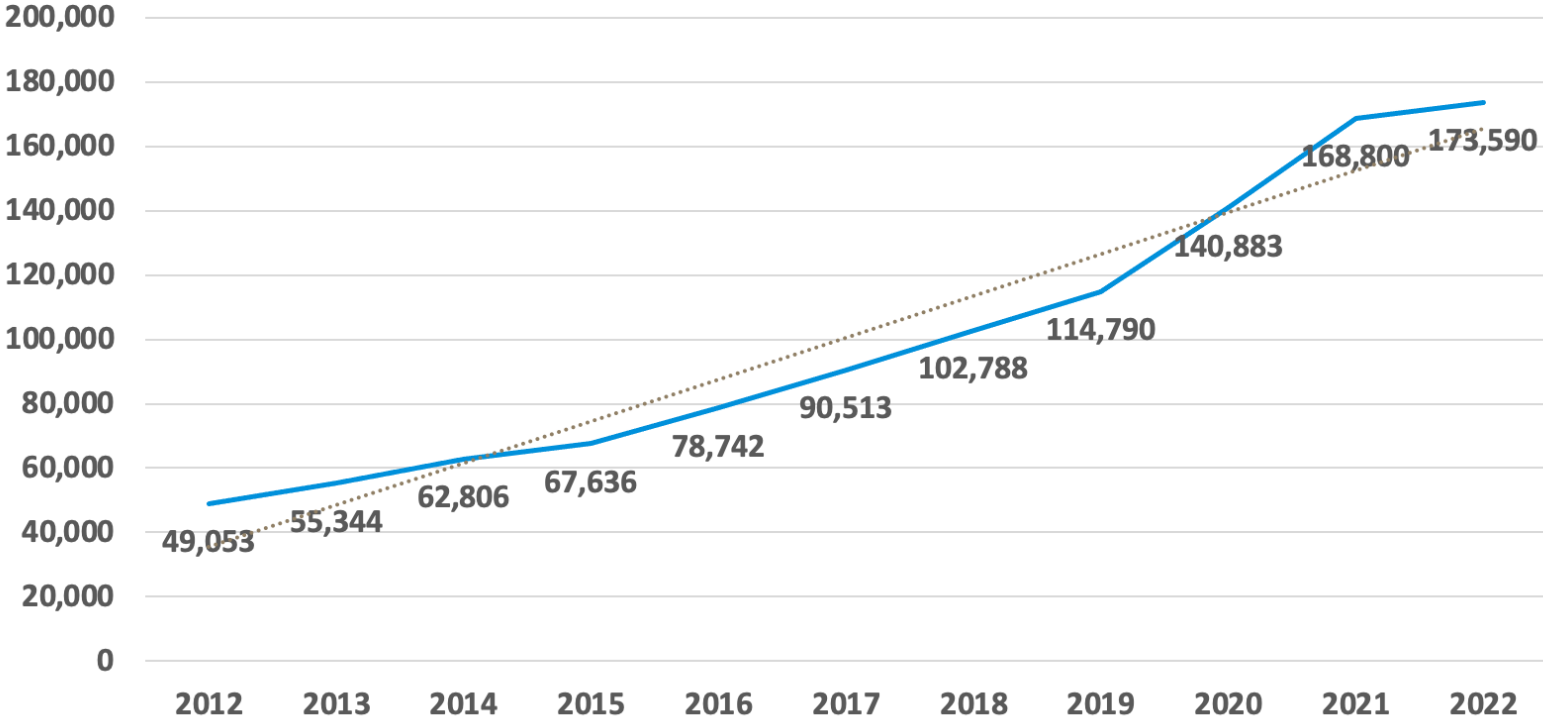
A Year of Impact Publications

Total Publications by Year



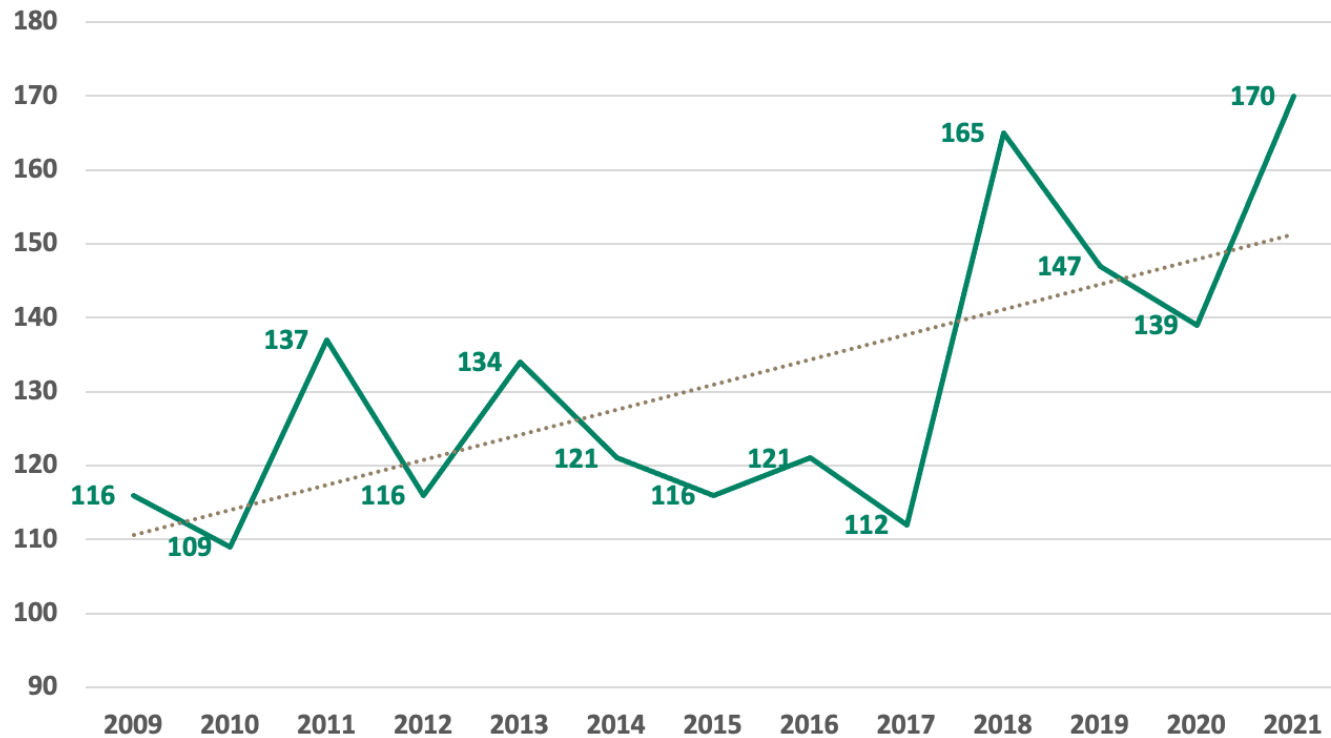
A Year of Impact Citations

Citations of GW-affiliated Publications by Year



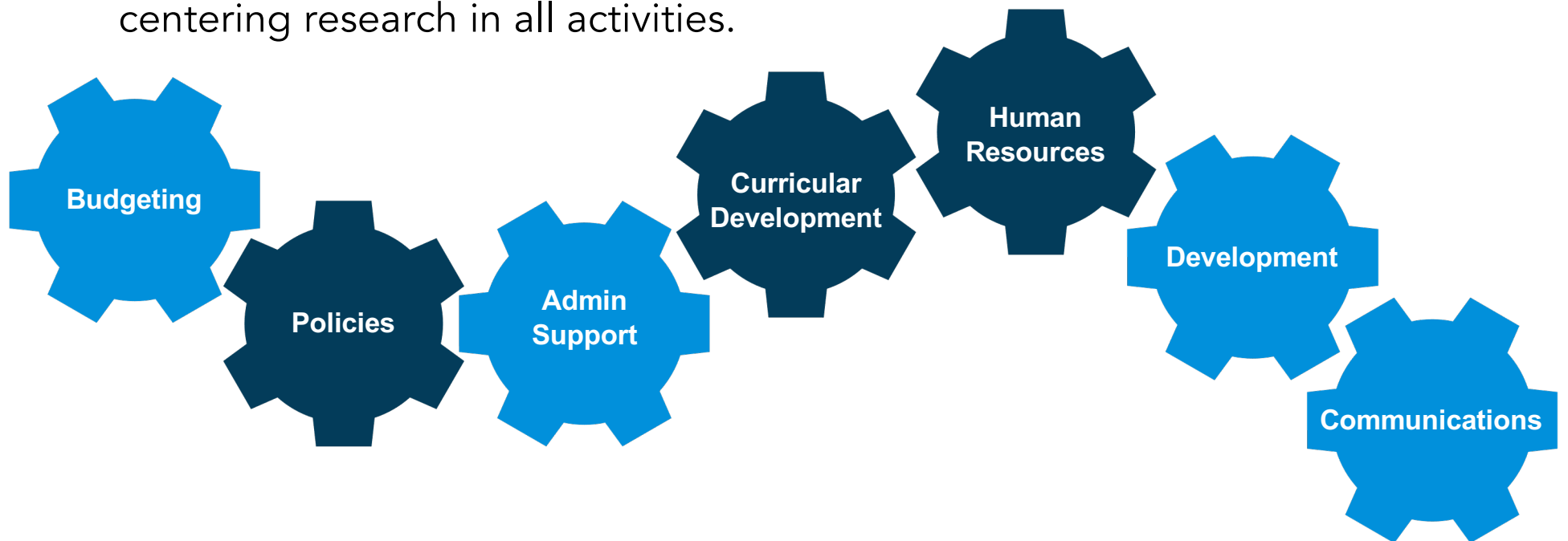
A Year of Impact Books

GW-Authored Books by Year



Strengthening the GW Research Enterprise *The Path to Preeminence . . .*

- ... requires cross-functional collaboration and a shared commitment to centering research in all activities.



Strengthening the GW Research Enterprise

A Diversifying Research Portfolio

➤ **A growing interest in:**

- International collaboration
- Working with export-controlled information
- Collaborations with or contracting with faculty-controlled spinoff companies
- Clinical research

➤ **Necessitates:**

- Additional training (e.g., faculty onboarding workshops and ongoing training)
- Increased awareness of relevant compliance areas

Strengthening the GW Research Enterprise *Modernizing Infrastructure: myResearch*

- Integrated platform for administration of sponsored research activities (proposal development through award management)
- Successful launch in February 2022
- <https://sponsoredprojects.gwu.edu/myresearch>



893

proposals submitted in
myResearch
02/19 - 12/31/2022

\$85.1M

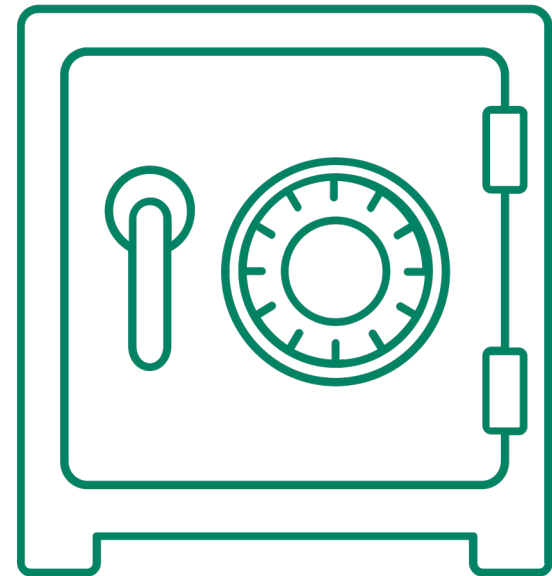
in new awards set up in
myResearch
02/19 - 12/31/2022

896

distinct user sign-ins
Through 01/23/23

Strengthening the GW Research Enterprise *Responding to Shifting Federal Regulations*

- A focus on research security
- Disclosure requirements
- Establishment of a research security program
 - Cybersecurity
 - Foreign Travel
 - Research security training
 - Export control training
- Next steps
 - Working group and gap analysis
- GOAL: Make GW scholar compliance as easy as possible



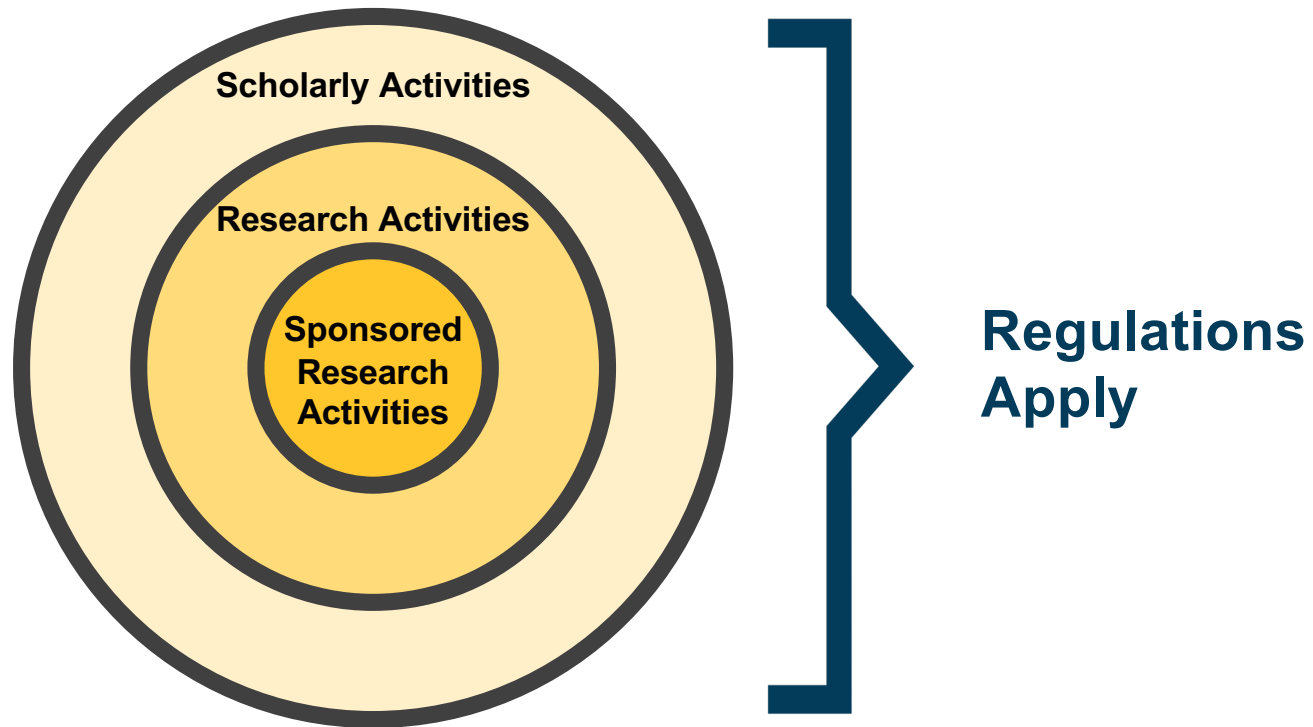
Strengthening the GW Research Enterprise

ORCID

- Persistent Digital Identifier (DPI)
- Free, not-for-profit standard
- Benefits
 - Individuals control their own data
 - Keeps the owner connected to their work through name changes and changes to home institution
 - Supported and increasingly required by sponsors, publishers and societies
 - Automates certain processes
- Asking campus partners to routinize the creation of ORCIDiDs
- GW Libraries provides support to establish them (go.gwu.edu/orcid)

Strengthening the GW Research Enterprise

A Cultural Shift from "Research" to "Scholarship"



Strengthening the GW Research Enterprise Leveraging GW's Location and Strengths to Engage Partners

- Outreach to federal sponsors
 - Invited membership in Systems Engineering Research Center (SERC)
 - Engagement with Office of Naval Research
- Active participation with leading research organizations
 - SURA (collaboration on \$30 million NIST proposal)
 - GW to host Research!America 2023 National Health Research Forum

WASHINGTON
BUSINESS JOURNAL

Guest Comment

Viewpoint: Higher education must cultivate more diverse skills, 'problem-seekers'

Sep 19, 2022, 1:27pm EDT

It is a cliché that our job as professional educators is to prepare the future leaders of tomorrow. Yet, an estimated 85% of the jobs that today's learners will be doing in 2030 have not been invented.


With a new school year underway, how do we train students for jobs we are not even aware of yet?

This pressing question comes at a particularly exciting moment for the DMV's workforce prospects. The region is fast becoming a true hotbed for the jobs of tomorrow. The D.C. metro region was recently ranked No. 2 in life sciences research talent. Plus, companies such as Raytheon Technologies and Boeing are moving their corporate headquarters to the area, and Amazon's HQ2 campus will need thousands of workers.

With this momentum, it is vital that our region's higher education institutions remain incubators of local talent. But future workers will need more than talent. They will need a truly diverse skill set that enables them not merely to solve problems but to seek them out.

Each college and university takes its own approach. At the George Washington University, we embrace an expansive definition of research that includes scholarship in the sciences, humanities and arts. Our goal is to create broadly educated scholars who can think and speak across disciplinary boundaries.

What does that look like?

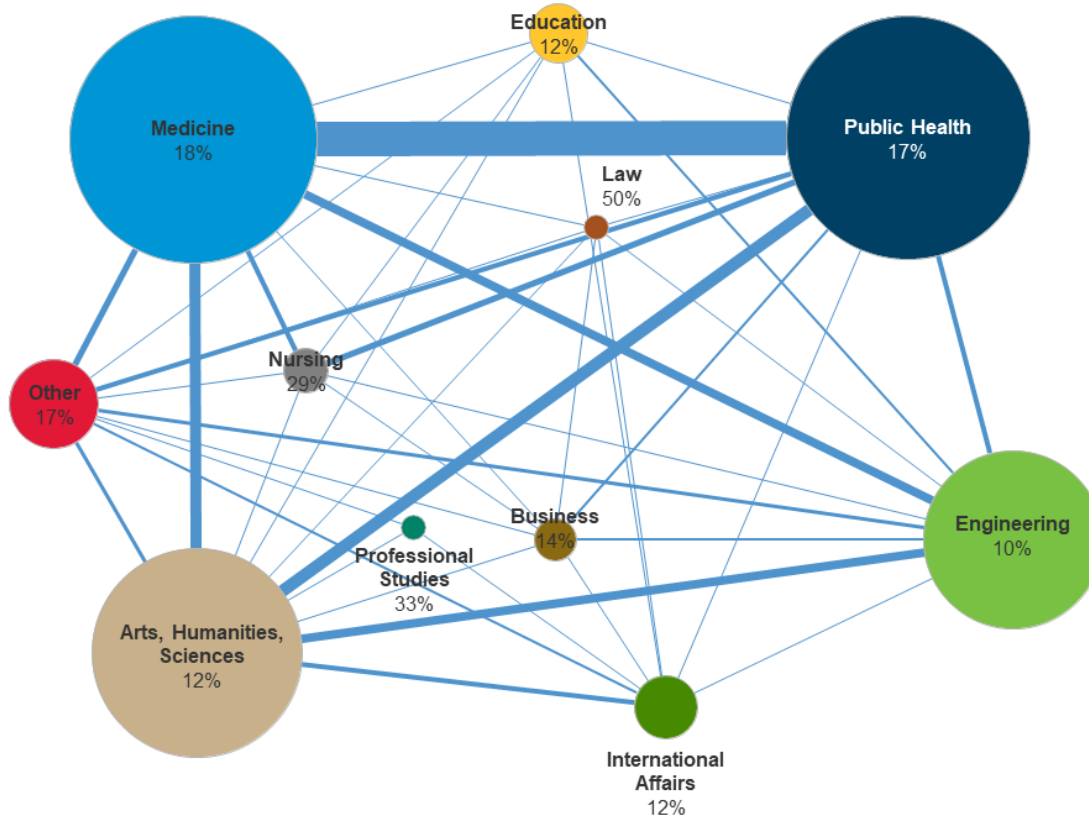


PEGGY HARRISON
Pamela Norris is vice provost for research at the George Washington University.

Photos

<https://t.co/fwyRUUobVJ>

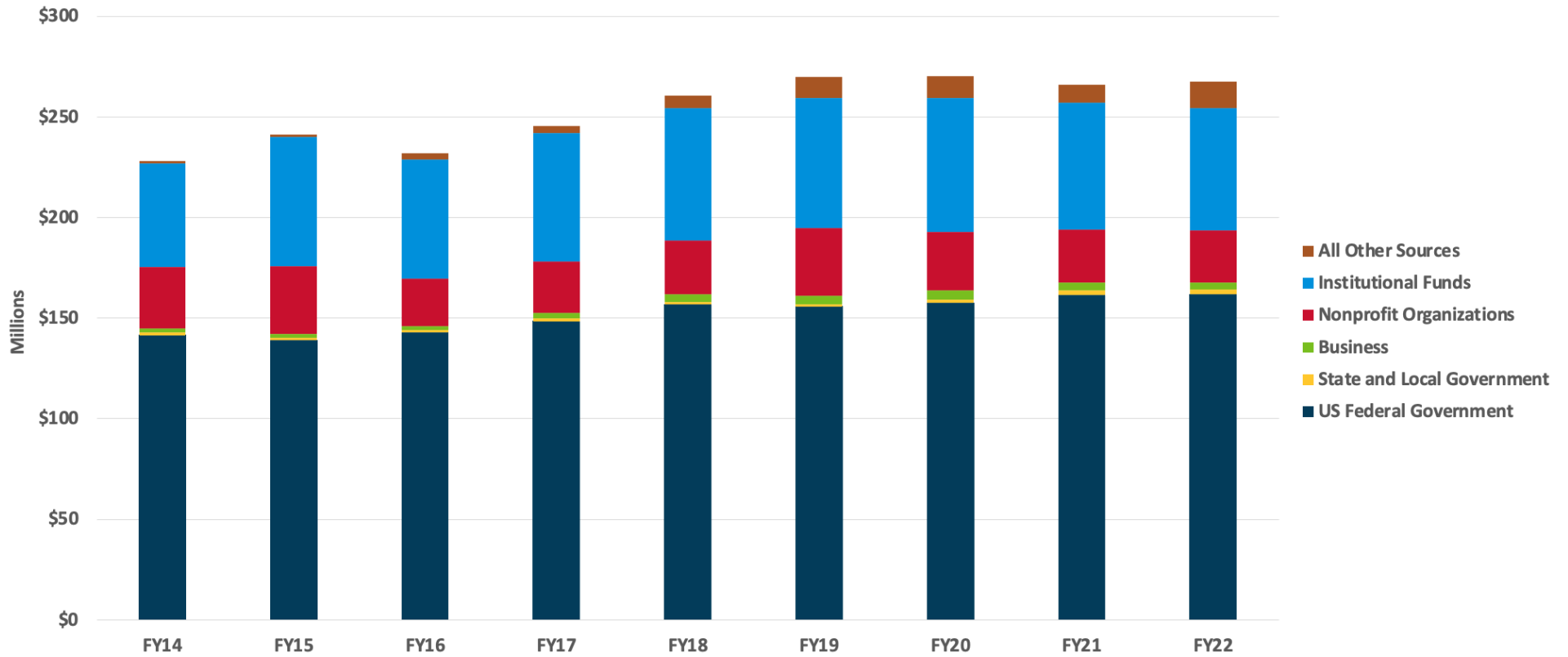
Strengthening the GW Research Enterprise Increasing *Cross-Disciplinary Research*



RELATIONSHIP AMONG
SCHOOLS FOR PROJECTS
WITH CROSS-SCHOOL PIs
(2018–2022)

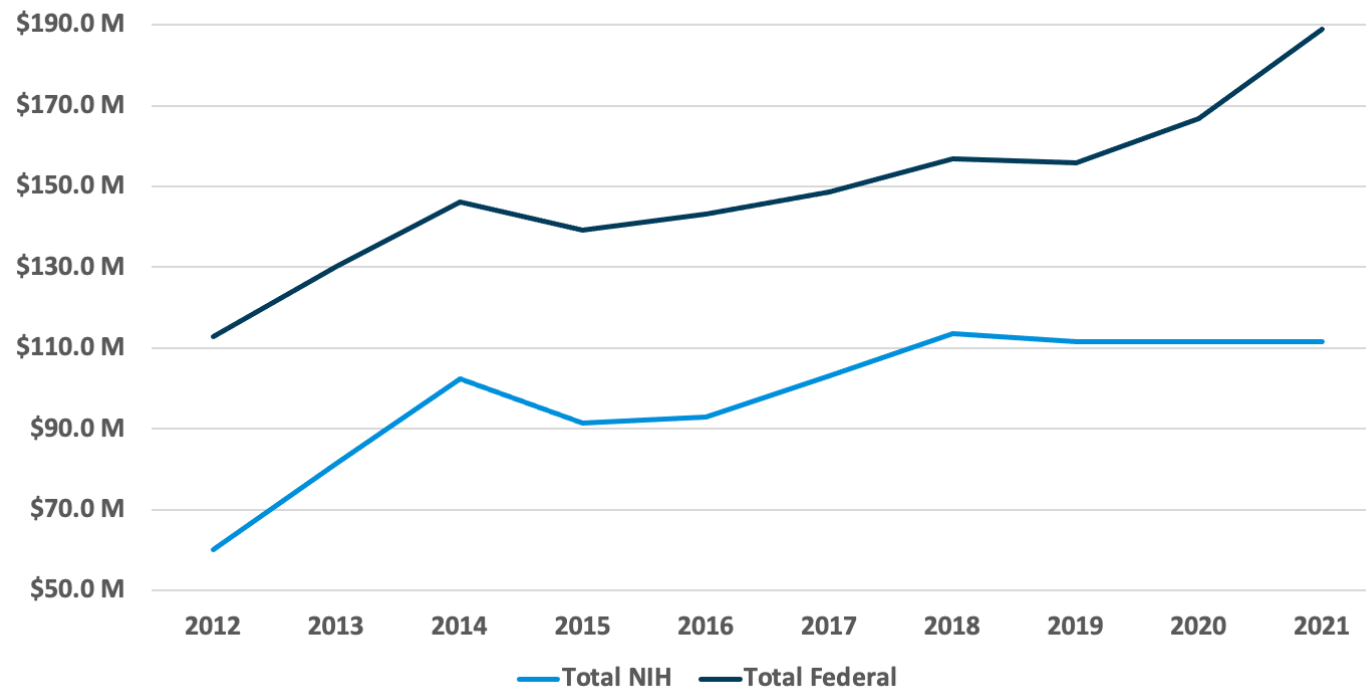
Working with VPAA to re-launch a series of XD@GW workshops focused on the core academic priorities to bring together the scholarly community across campus to spur collaborations.

Total R&D Expenditures by Source (FY14-22) as reported in the NSF HERD survey



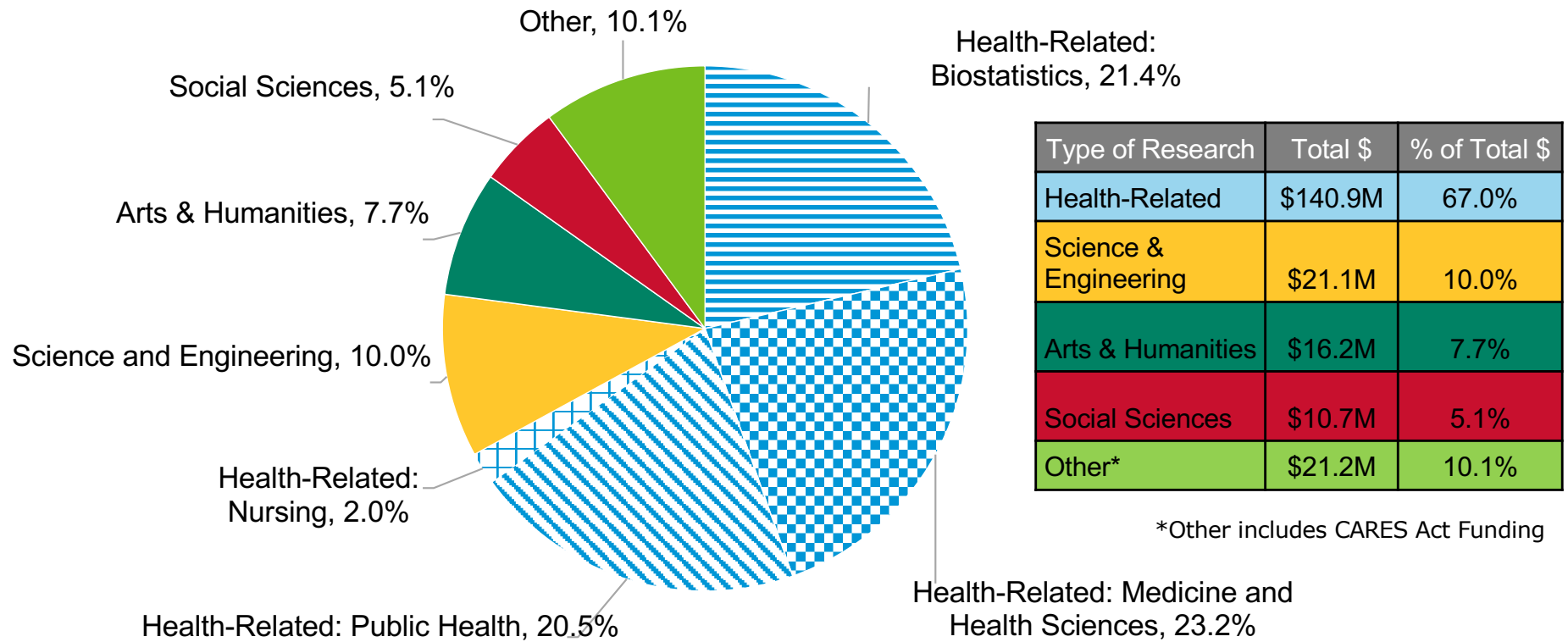
Federal Research Expenditures: A Closer Look

Research Expenditures: Total Federal vs. Total NIH

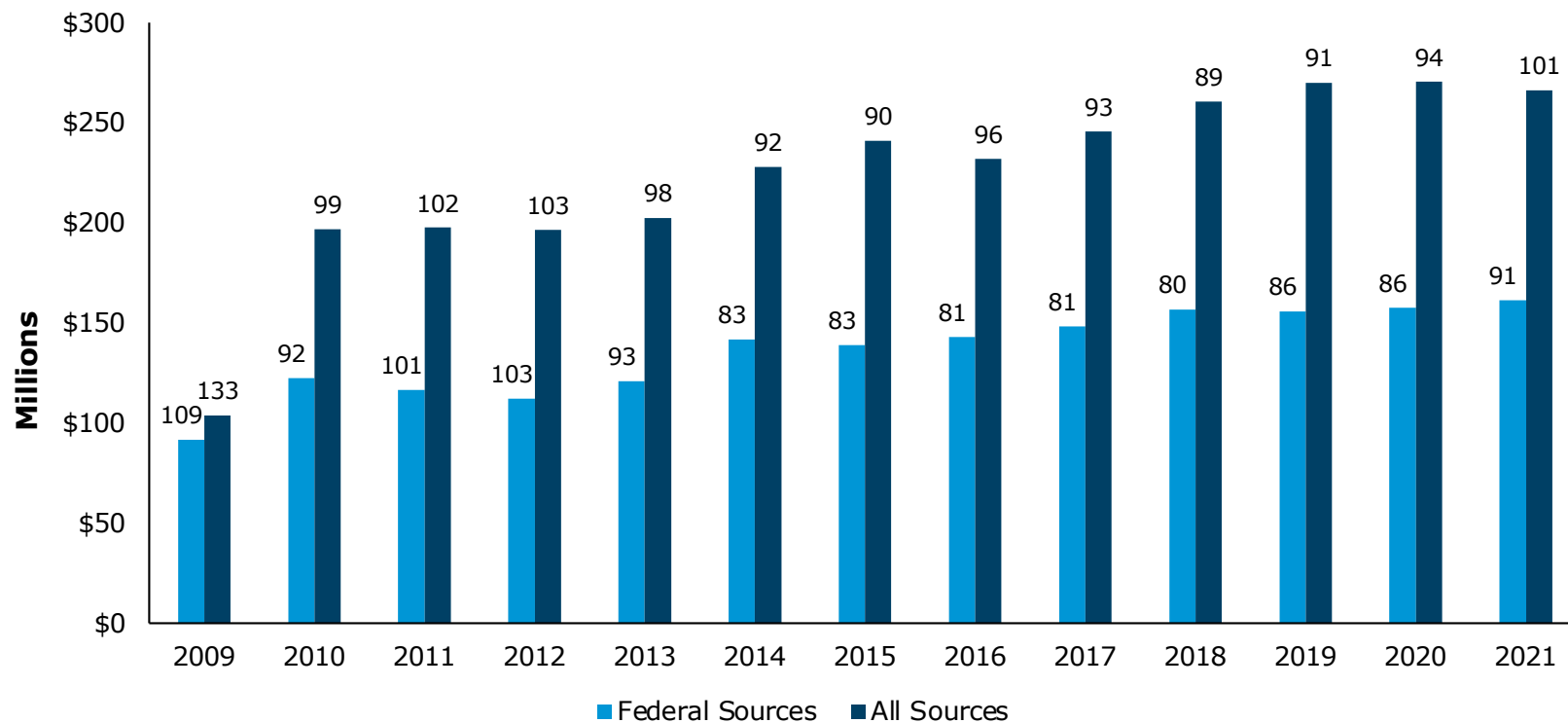


While ***total National Institutes of Health expenditures*** have remained steady, ***total federal expenditures*** have continued to grow. This demonstrates an increasing diversity of federal agencies that are funding scholarly activities at GW.

Total Expenditures by Types of Research (FY22)

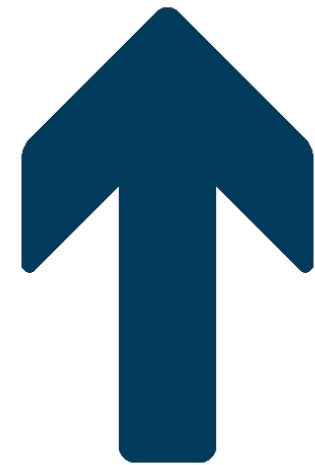


Research Expenditures with HERD Ranking (FY09-21)



Integrating Research and Teaching *Cultivating "Problem Seekers"*

- Requires integration of research and teaching
- High-impact learning opportunity
 - "Learning by doing"
 - Spans the arts, humanities, social sciences, STEM
 - Course-based UG research experiences
 - Opportunities for external engagement/partnerships
- Benefits to students, faculty, future employers and institution

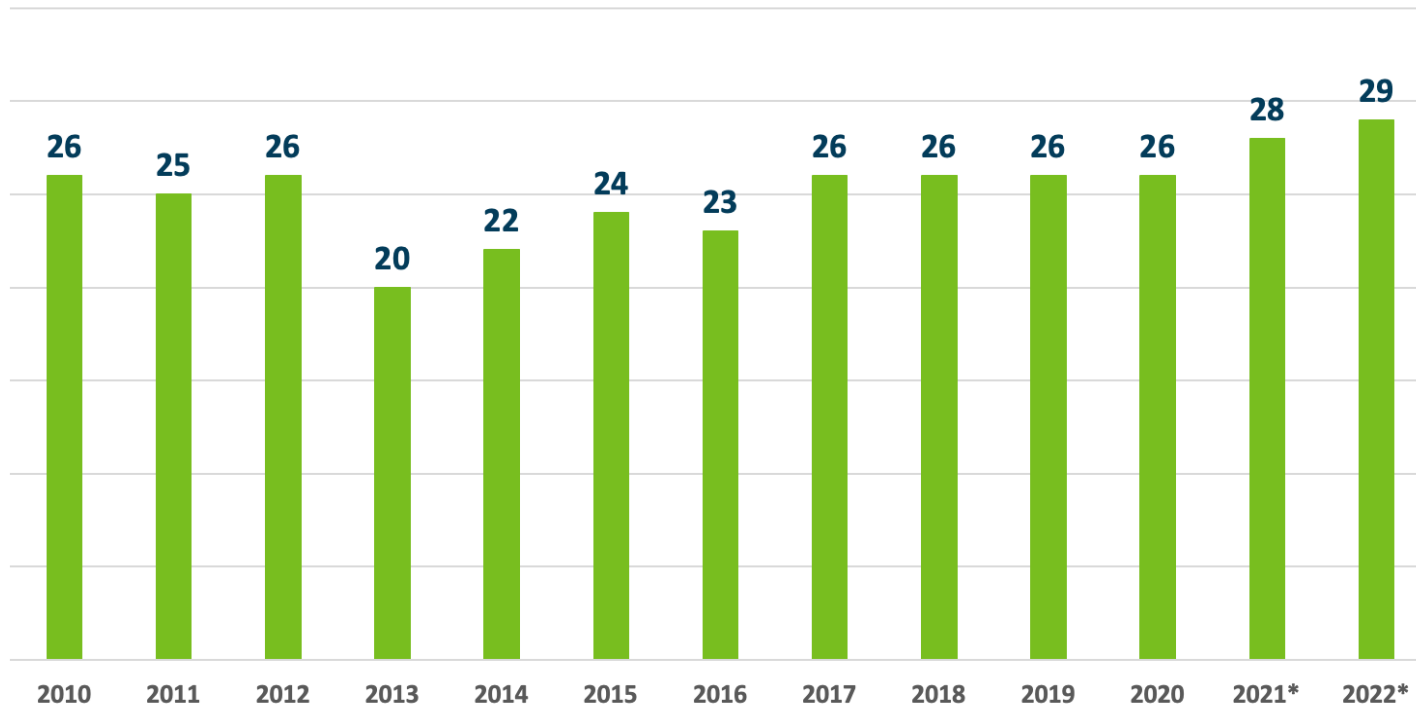


**Retention,
persistence, and
graduation rates**

Integrating Research and Teaching

Participation in Mentored Research

% Participation in Mentored Research as GW Undergraduates



Celebrating Women and Girls in Science

#WomeninScience

- A weeklong celebration of Women and Girls in Science
- Kickoff event in partnership with Children's National and the French, German, and Italian Embassies

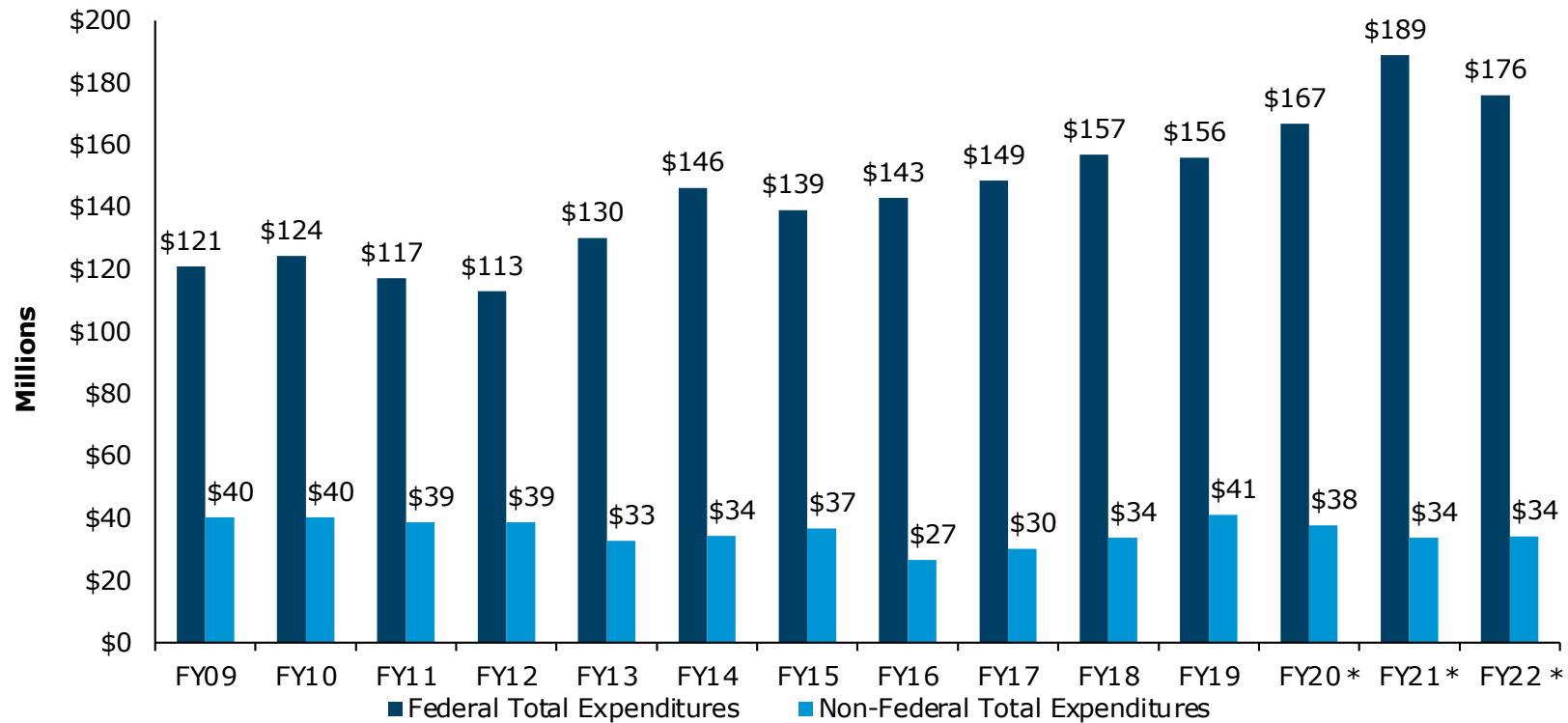
Tuesday, February 7, 2023; 4:00 – 6:00 p.m.
Science and Engineering Hall, Green Wall B1 Level



RSVP

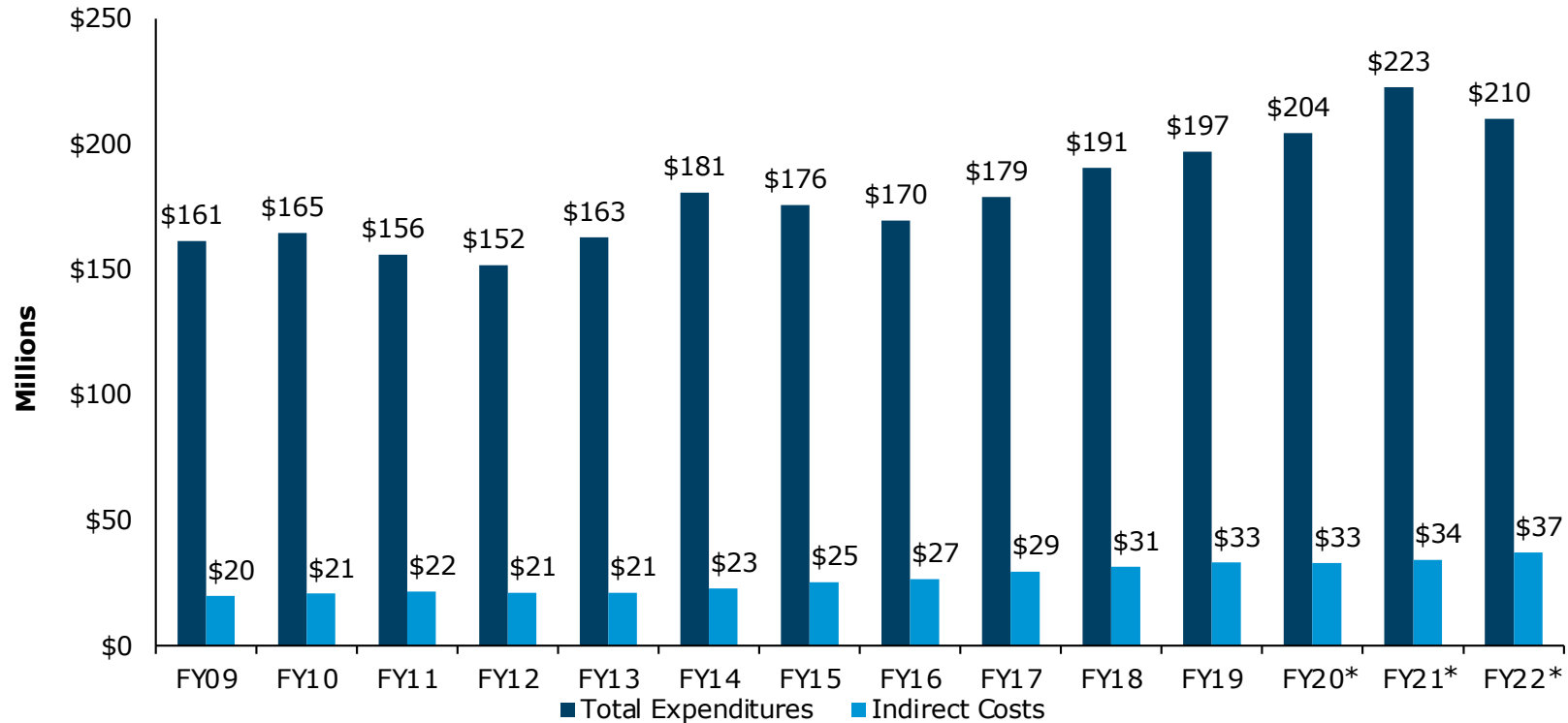
THANK YOU!

Year-End Total Expenditures: Federal vs. Non-Federal (FY09-22)



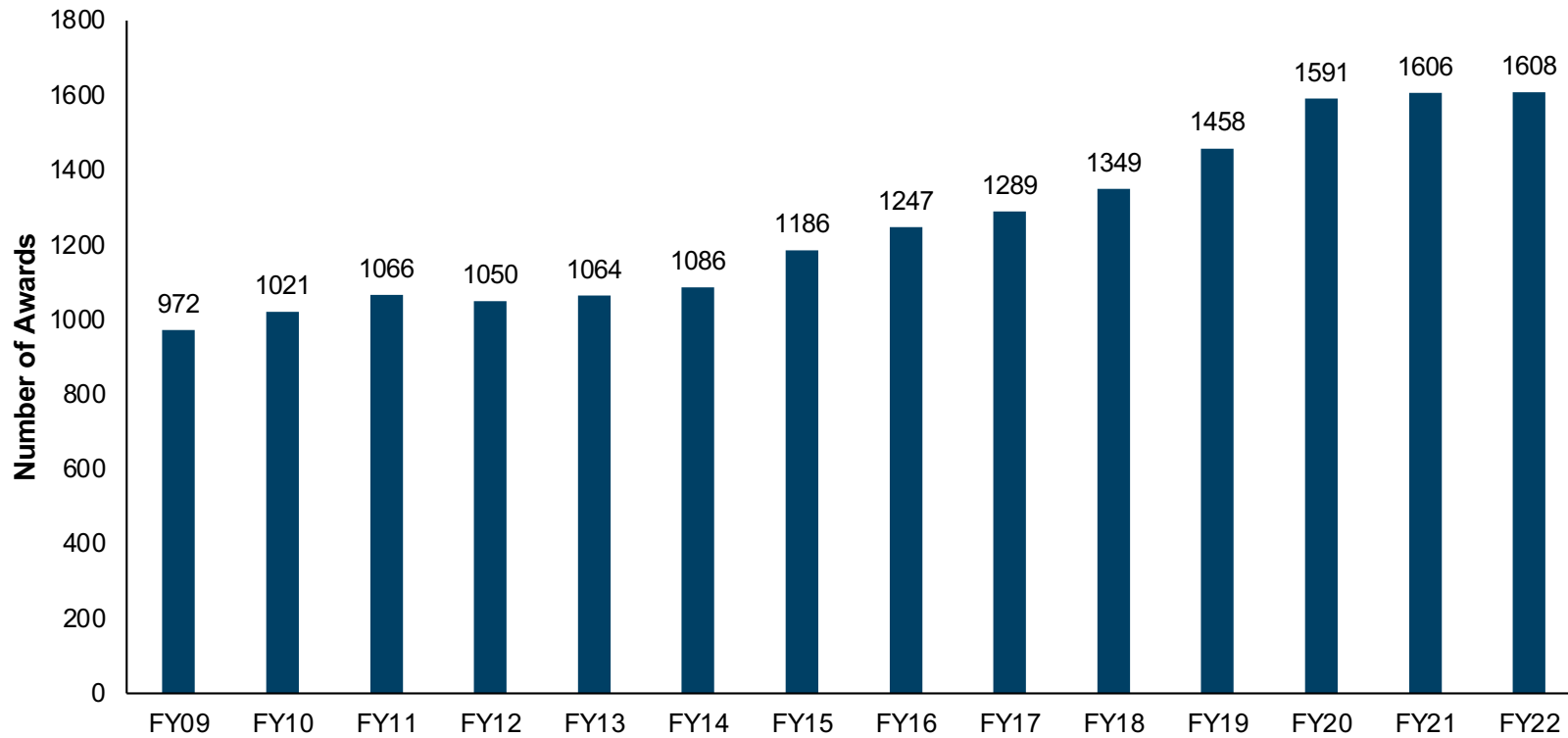
*Federal expenditures include \$8.8M in CARES Act funding in FY20; \$27.3M in FY21; and \$12.8M in FY22. CARES Act funding is not included in NSF HERD survey data.

Year-End Total Expenditures & Indirects (FY09-22)



*Federal expenditures include \$8.8M in CARES Act funding in FY20; \$27.3M in FY21; and \$12.8M in FY22. CARES Act funding is not included in NSF HERD survey data.

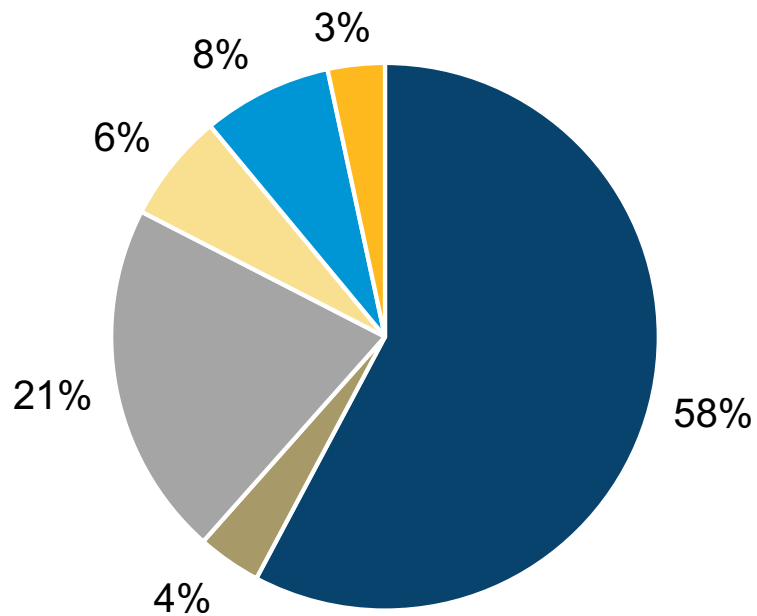
Year-End Active Awards (FY09-22)



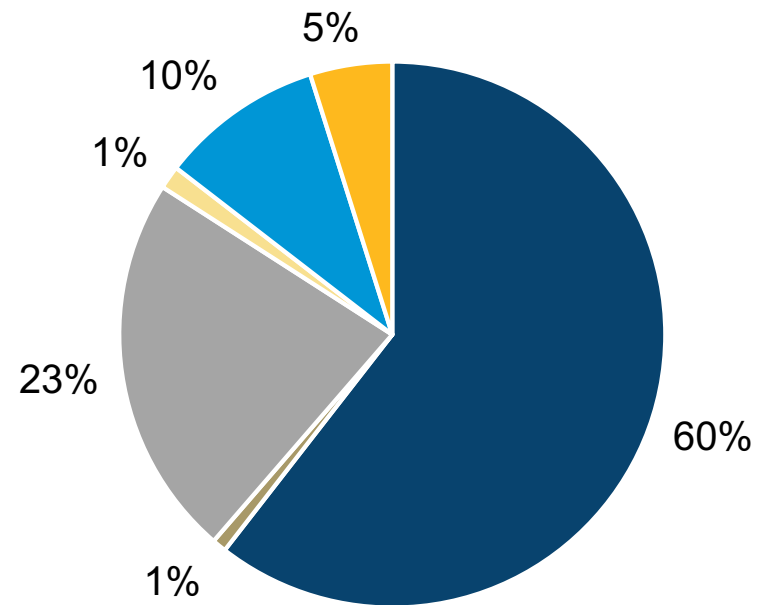
Expenditures by Source

GW vs. Average of Top 25 NSF HERD Ranked Institutions

Top 25 NSF Institutions
Average: \$1.34B



George Washington University
Total: \$267.5M



- Federal
- State & local
- Institutional
- Business
- Nonprofit
- All other sources

**THE GEORGE
WASHINGTON
UNIVERSITY**

WASHINGTON, DC



Faculty Senate

Faculty Senate Executive Committee Nominating Committee Slate

The Nominating Committee will convene to nominate the 2023-2024 Faculty Senate Executive Committee slate.

CCAS: Sarah Wagner

ESIA: Harris Mylonas

GSEHD: Sylvia Marotta-Walters

GWSB: Patrick McHugh

GWSPH: James Tielsch (Chair)

LAW: Jeff Gutman

SEAS: Kim Roddis

SMHS: Tony Sidawy

SON: Rhonda Schwindt



Faculty Senate

Report of the Faculty Senate Executive Committee (FSEC)
February 3, 2023
Jim Tielsch, Chair

FSEC Activity

FSEC met this morning with President-elect Granberg and enjoyed a wide-ranging discussion about the opportunities and challenges she will encounter upon joining the university this summer. All parties are looking forward to a productive and collaborative relationship as she begins her tenure; the Senate office is working with the President's office to ascertain whether Dr. Granberg might be able to visit the full Senate before summer.

Faculty Organization Plan

Beyond the resolution presented to the Senate today, the Professional Ethics & Academic Freedom (PEAF) committee expects to forward another resolution to the Senate proposing an amendment to the *Faculty Organization Plan* (FOP) that would address the issue of Senate representation for the College of Professional Studies.

The joint subcommittee of PEAF and FSEC continues to work on the question of Faculty Assembly membership. Any revisions to the FOP passed by the Senate will be compiled into an Assembly resolution, to be taken up at the next Faculty Assembly and then forwarded to the Board of Trustees.

Faculty Senate Elections

Just a reminder that elections for Senate members will be taking place over the next month or two in the various schools and colleges. We strongly encourage eligible faculty to volunteer to be placed on the ballot.

Senate Committees

This week, the Senate office posted the annual call for committee service volunteers to all faculty. The form provides individuals the opportunity to volunteer for service on the Senate's ten standing committees as well as a number of administrative committees with faculty staffing components. The Senate staff asks that Senate members share the email and form link with those in their schools, including not only faculty but also staff and students. Broad participation in Senate committee service ensures that a wide range of perspectives go into the work of the Senate.

Upcoming Senate Reports

In the next few months, FSEC expects to place the following reports on Senate meeting agendas:

- Update on FY24 budget planning;
- Annual Core Indicators of Academic Excellence report; and
- Salary equity review report;

Personnel Actions

There are no active grievances at the university.

Calendar

The next regularly scheduled meeting of the Faculty Senate Executive Committee is February 17, 2023. Draft resolutions and any other possible Senate agenda items should be forwarded to Liz Carlson in the Senate office as soon as possible to assist with the timely compilation of the FSEC meeting agenda, ideally by February 10, 2023. The next regularly scheduled Faculty Senate meeting is March 10, 2023; due to space scheduling conflicts the March meeting will be held virtually.



**Faculty Senate
Provost Bracey Remarks
Friday, February 3, 2023**

Spring Planning Meetings

In the fall, the Provost's Office participated in a series of academic planning meetings with deans, academic unit leaders, and finance directors as part of the continuing budget process. It is now time for us to begin our cycle of spring academic planning meetings in anticipation of the formation of the FY24 budget. These meetings begin next week.

Retention and Enrollment

Some positive news regarding retention and enrollment.

Our first-year class fall-to-spring retention — measured by the percentage of first-year students who registered for at least one course this spring — has improved to 97.7%, which is comparable to pre-pandemic levels. This is a testament to the strength of the student experience we offered in the fall and the impact of our academic programming, and I am confident we will continue to do the same this semester. We are also seeing that our Fall 2023 admissions applications are similar to pre-pandemic levels.

I also have some positive news to share about our undergraduate spring 2023 admissions pilot program. As an enrollment-limited institution, we must be creative and find alternative pathways for talented students to enroll at GW through additional avenues. This spring, 80 first-year students enrolled who had originally applied for Fall 2022 but were willing to sit out the fall semester due to their strong desire to be at GW. Traditionally, we have had only 10 to 15 first-year students start in the spring. It is clear that our academic reputation and relentless pursuit of excellence continue to attract talented students — we are worth the wait!

In addition, our almost decade-long partnership with the American University of Paris is having its best year ever. Over 60 new students are spending their first year in Paris and will then join us as transfer students this fall, assuming they meet performance benchmarks. This is an exciting increase over our traditional number of participants for this program, somewhere between 20 and 25 first-year students.

Finally, we have over 100 hiring companies registered to attend next week's in-person and virtual Career Fairs on February 9 (which is virtual) and February 10 (which is in-person in the University Student Center). This will be the first full, in-person career fair since the pandemic. The Center for Career Services has partnered with the Student Association to organize and promote the fairs.

Dining updates

Shenkman's dining hall opened its doors in January, making it the second "all you care to eat" dining hall in Foggy Bottom, in addition to the Thurston dining hall that opened in the fall. Hillel Café, which serves kosher lunch and dinner meals, has also opened in the GW Hillel building on the corner of 23rd and H. Expanding our dining options ensures that we are enhancing student experience by meeting the various needs of our students.

Diversity Summit

Finally, as a reminder, this year's Diversity Summit will take place from March 1-3. We are close to finalizing a schedule for the summit, so stay tuned for that announcement. You can register online at diversitysummit.gwu.edu by Friday, February 24.