



Faculty Senate

**MINUTES OF THE REGULAR SENATE MEETING
HELD ON JANUARY 12, 2024
HYBRID: 1957 E STREET/STATE ROOM & WEBEX**

Present: President Granberg; Provost Bracey; Executive Committee Chair Feldman; Parliamentarian Binder; Registrar Cloud; Senate Office Staff Liz Carlson and Jenna Chaojareon; Deans Bass, Feuer, Goldman, Henry, Perry, Riddle, and Wahlbeck; Professors Badie, Bamford, Borum, Briggs, Brinkerhoff, Callier, Clarke, Eakle, El-Ghazawi, Gore, Gupta, Gutman, Kargaltsev, Kay, Kieff, Kulp, Lu, Mahshie, Marvar, Orti, Parsons, Rain, Sarkar, Schultheiss, Schwindt, Tielsch, von Barghahn, Wagner, Wilson, Wirtz, and Zeman.

Absent: Deans Ayres, Kelly-Weeder, and Matthew; Professors Anenberg, Cordes, Engel, Kramon, Mazhari, Olesen, and Pittman.

CALL TO ORDER

The meeting was called to order at 2:05p.m.

APPROVAL OF THE MINUTES

The [minutes](#) of the December 8, 2023, Faculty Senate meeting were approved by unanimous consent.

PRESIDENT'S REPORT (Ellen Granberg, President)

The President's report is [attached](#).

BRIEF STATEMENTS & QUESTIONS/PRESIDENT'S REPORT

With regard to campus security, and recalling the events of 9/11, Professor Parsons asked if the university has a plan to care for students in residence on campus as well as those living off-campus in the event of a major emergency in the area. President Granberg responded that, while she has not personally reviewed campus plans for resident students, she is confident that there is a plan in place, given GW's excellent emergency management group. Dean Goldman recalled that the university created and implemented a good plan after 9/11; she did not know the extent to which the current leadership has investigated and/or updated that plan and is aware of how to respond. CFO Fernandes noted that the university does have a plan that is under review currently; he indicated that he could bring an overview of the plan to a future Senate meeting.

Professor Wirtz asked, now that Q2 has closed, whether the Medical Faculty Associates (MFA) is still on track for a \$45-50 million loss for the year. Additionally, he noted a university statement on the Fiscal 2022 consolidated financial statements online included a statement which in turn included the following statement: “The university provided a temporary loan to (the MFA) as it recovers from the financial challenges experienced by healthcare entities nationwide due to the pandemic. The loan to the MFA is required to be repaid to the university with interest over 15 years. This arrangement will generate a better return than the university would receive from an endowment payout, and the proceeds will be spread across all ten colleges and schools.” Observing that this statement was not appended to the FY23 consolidated statements, he asked whether this represented a change in GW’s intentions with regard to this loan.

In response to the first question, CFO Fernandes noted that his team is still working on Q2 results. More information will be forthcoming, beginning with an update to the Fiscal Planning & Budgeting committee next week.

With regard to Professor Wirtz’s second question, CFO Fernandes responded that this statement is now embedded in the consolidated financial statements. Its first iteration was as a separate statement with the FY22 statements, but, going forward, it has been incorporated into the statements.

Professor Wagner stated she was encouraged to hear about the various initiatives addressing academic freedom and free speech on campus. She asked for confirmation that the university is still committed to academic freedom and free speech and that these initiatives are meant to enhance GW’s existing policies not change them. President Granberg responded that nothing the university is undertaking now will change its current policies in these areas.

Professor Wagner also asked about the timeline for initiating the upcoming strategic planning process. President Granberg responded that the formal process will not begin until next semester; this semester’s conversations are meant to inform the broad strategic pillars that will frame a new strategic plan. Professor Wagner added that she very much hoped to see diversity/equity/inclusion (DEI) in those pillars.

Following up on Professor Gupta’s earlier questions in this area, Professor Wagner asked about the status of active shooter training and proactive contact with faculty about how to obtain this training. The President responded that she confirmed in recent conversations with leadership that this training is being developed; she noted that she would follow up to find out its current status.

Professor El-Ghazawi asked the President to characterize the phases of the strategic plan and who will be involved with its initial phases. President Granberg reiterated that the first conversations will provide the opportunity for the university community to take a moment and think about the future into which it is planning. The Provost’s office will be very involved in terms of engaging the faculty (many university constituents will be involved), and she noted that there will be a contact identified in the Provost office to lead this effort. Following these conversations, the President envisioned that—out of what is learned in this exercise—a strategic framework will be developed. She was not yet sure if this will entail a traditional strategic planning committee but affirmed that there will be plenty of opportunities to engage.

Professor Schultheiss asked whether the existing Code of Student Conduct will stand as is or undergo revisions following the fall events on campus. She observed that many provisions in the Code state that they are subject to university regulations without specifying those regulations. President Granberg responded that leadership realized last year that various regulations across the university are not harmonized and are not connected to the Code of Student Conduct when they need to be. She noted that it is possible that there will be some revisions to the Code to provide more clarity around its very strong free speech provisions (one example centers on confusion that took place last semester about what do when a student group has reserved a space reserved and planned an event planned—and then a protest by an external group arrives at that event). First, a study of where things currently stand under the Code; then, a determination will be made about whether revisions are needed.

PROVOST’S REPORT (Chris Bracey, Provost)

The Provost’s report is [attached](#).

BRIEF STATEMENTS & QUESTIONS/PROVOST’S REPORT

None.

EXECUTIVE COMMITTEE REPORT (Ilana Feldman, Chair)

The Report of the Executive Committee is [attached](#).

BRIEF STATEMENTS & QUESTIONS/EXECUTIVE COMMITTEE REPORT

None.

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
No new nominations were presented at the meeting.
- II. Senate Standing Committee Reports
Interim reports have been received from the following committees:
 - [Appointments, Salary, & Promotion Policies](#)
 - [Educational Policy & Technology](#)

BRIEF STATEMENTS AND QUESTIONS

Professor Wagner requested an update on the Diversity Program Review. Provost Bracey responded that the external review piece has been completed and the reviewers thanked for their service. A small gathering was convened at the end of the last semester to thank the members of the review team for their contributions. His understanding is that the report is now being finalized and will then be forwarded to the Provost so that he can see and review it. He indicated that he is looking forward to seeing what the report's recommendations are; once he has been able to review those, he plans a more fulsome report on what he hopes to implement from those recommendations.

Professor Brinkerhoff agreed with Professor Wagner's earlier comment about the importance of including DEI as a pillar of an upcoming strategic plan. She expressed her hope that there might be some transparency around the comprehensive review of GW's admissions process and how the SCOTUS on affirmative action has impacted what GW can implement from the diversity program review recommendations under that ruling. She trusted that the review team's work is valued and respected but would nonetheless appreciate some communication on this issue.

The Provost responded that the review indeed marshaled its resources to assess all DEI activities on campus to determine what is currently happening and what is not happening that should. While there are some constraints from the political and legal arena, he did not believe that the university's fundamental commitments and values have changed in this area, although the regulatory framework may have shifted.

ADJOURNMENT

The meeting was adjourned at 2:45pm.

Faculty Senate Meeting: President's Report January 12, 2024

Introduction

Hello, everyone, and happy new year! I hope that you all had a wonderful and restful holiday season. With the new year upon us and a new semester just days away, I am really looking forward to what the future holds for our university. GW students are returning to our campuses as we speak, and you can definitely feel the energy and excitement growing.

This weekend, I am excited to join Provost Bracey at New Families Orientation and welcome our new students, parents, and family members, including first-year, transfer, and Fall Abroad students, to GW.

And, as always, the start of the spring semester also coincides with our yearly recognition and celebration of the life and contributions of Dr. Martin Luther King, Jr. Throughout the week, we will host several activities for “King Week” under the unifying theme of “The Harmony of Hope.” The week will begin on Monday with the Annual MLK Day of Service and Leadership. I look forward to joining our GW students and members of local community organizations who will volunteer at 13 different organizations and schools across the District. And in honor of Dr. King’s commitment to service and leadership, this year, there will also be a panel with experts and leaders in the national effort to mobilize voters, especially young ones, for the coming election year and a lifetime of general participation in elections and civic activities. I encourage everyone to check out the complete list of events on the [GW Multicultural Student Services Center website](#).

University Updates

As we close out 2023 business and enter a new year and spring semester, I would like to start today by providing a few updates on university business.

We are still on track with most enrollment projections, meaning GW will likely remain among the ten largest private R1 universities in the United States. Also, in response to the new Supreme Court ruling barring the use of race in the admission review process, we have now implemented the necessary technology, policy, and practice changes to remain compliant in the upcoming admissions selection cycles. Staff and faculty training on these adjustments is underway to ensure a smooth transition.

I wanted to let you know that fiscal planning for FY25 is also well underway, as is work on an improved budget model. Similarly, we have launched the very first steps of our strategic planning process, including having strategic conversations about the future we are planning for. This is a conversation we intend to have with our entire community, including our faculty, and Chris and I look forward to telling you more about those opportunities soon.

AAR Report: Sept. 6 GWUH Security Event

As you know, campus safety and security are another area where we are focused on continued improvement. Last month, the university published its “after-action” review of the September 6 security event at GW Hospital, and I want to share the subsequent outcomes of that initiative.

During this review, more than 150 students, faculty, and staff members from 30 departments, offices, and schools provided feedback regarding the university’s response to the incident, which revealed several opportunities to

enhance communication with the GW community and coordination across GW and its local partners. The review informed 61 observations that teams across the university are actively reviewing and, where appropriate, implementing the 111 recommendations we have received. Chief among these is the need for improved collaboration and communications.

One significant enhancement to come out of the review is the development of four “protective actions,” including “Shelter,” “Evacuate,” “Secure,” and “Lockdown.” These actions are being developed with clear, standardized language that can be used across platforms when communicating specific information in various emergencies.

Next, the university has updated GW’s current safety procedures, including implementing two GWorld protective modes —safety and emergency— indicating that building doors are accessible via tap access or restricted to authorized emergency responders only. When an emergency occurs, this status will be communicated via GW Alerts. Finally, to better engage our external constituents, the university is working to improve how messages are sent to families during emergency incidents.

This event was an important opportunity to learn about our campus security posture and find ways to improve it. However, these specific actions are only a first step. Across the university, we are committed to working with the Office of Emergency Management to go beyond training and identify the critical elements needed across our campuses to help our community respond appropriately during any crises that may arise.

GWPD Arming

Related to campus security, we are also working to confirm that all required certifications and trainings have been completed for the lieutenants included in Phase 2. Once this is completed, which we expect to be before January 15, we will proceed with Phase 2.

Campus Climate and the Israel-Hamas Conflict

Finally, I want to provide you with an update regarding the ongoing Israel-Hamas conflict and its impact on our campus.

As you may recall, on October 31, I wrote to our community outlining the road ahead and detailing four key priorities for our university leadership to address, including:

- Expanding support for religious, fraternal, and political groups;
- Enhancing training for faculty and staff to support all our students, particularly those impacted by this conflict;
- Reconciling the need to preserve the fundamental right to free speech with our responsibility to create and uphold shared community values; and
- Deploying our world-class academic resources to deepen our collective understanding of this complex conflict and enhance our community's ability to engage constructively across difficult and complex issues.

Since then, our leadership team has been hard at work developing a comprehensive approach to address these priorities, including initiatives, programming, and activities focused on near- and long-term actions and measures to improve our campus climate while supporting and strengthening our community. This plan is in its final stages of preparation, and I look forward to sharing more with the GW community in the coming days.

Thank you, everyone. That concludes my report, and I will open the floor to questions.



Faculty Senate: Provost Bracey Report

Friday, January 12, 2024

Happy new year, and welcome to a new semester at the George Washington University. I have a few items to share today.

Start of semester

The spring semester has already started for some programs but will begin for most students on Tuesday. Settling into a new semester and learning the rhythms of a new class schedule always requires some adjustment for our students – and for our faculty as well. As always, I encourage all of our faculty and staff to be supportive and helpful for our students and let them know of the many resources available to them as they resume their studies.

I also wanted to say a brief word about our mission. As you know, we do a few things here at GW: we educate the future leaders of the world, we create and disseminate impactful research, and in our medical disciplines, we ensure high-quality patient care. Our successes in these areas, and the positive reputation that is generated from those successes, are dependent upon our ability to exercise academic freedom in the pursuit of knowledge. As a university, we must recommit to providing space for our subject matter experts and students to engage in rigorous but thoughtful dialogue on important and complex topics. This means committing to sharing our beliefs and points of view respectfully, and also making an effort to truly listen to each other and work to understand perspectives different than our own. These are the sorts of productive conversations that make us a serious university with real-world impact, and this is how progress is made in our society.

This should not be a surprise to most of you, as I shared similar sentiments in my end of semester message to faculty in December. As the semester begins, I want to remind everyone of our shared and continued commitment to robust academic freedom, freedom of inquiry and expression, and our academic mission more broadly. I anticipate sharing a community message to elaborate on these thoughts and reinforce these immediate themes very soon.

Vanessa Perry

I am very pleased to welcome Dr. Vanessa Perry as interim dean of the School of Business. I am sure many of you know her or have worked with her in the 20 plus years she has been with GW. Most recently, she served as vice dean for strategy and special adviser to the dean in addition to her professor title. Her proven track record of leadership in a series of administrative roles means that the School of Business is in very capable hands while the search for a permanent dean continues this spring. Welcome, Dean Perry.

I would also like to share some updates about what our faculty have been up to before the official start of the semester.

CCAS Budget Issue

I want to take a moment to close the loop on a topic that was raised at the December Senate meeting. You may recall that there was some discussion about a budget issue within the Columbian College of Arts & Sciences (CCAS) that required some course correcting and whether that issue was unique to CCAS or was a larger university budget issue. CFO Fernandes and I determined that the budget issue is indeed limited and isolated to CCAS, and we are working with Dean Wahlbeck and his team to address that matter.

Faculty Writing Retreat

Earlier this week, the Vice Provost for Research and the University Writing Program co-hosted a three-day faculty writing retreat on the Mount Vernon campus. It is the second writing retreat these partners have presented in the last twelve months. Nearly 100 faculty registered to attend some or all of this retreat. It was exciting to see so many faculty in one

room together, focused on planning, completing, and sharing their diverse writing projects, from journal articles to grant submissions to book proposals.

The most common feedback we received about this and past writing retreats is that faculty enjoyed networking and writing with colleagues across disciplines, and the new connections that the in-person modality generated.

Events like these aren't just a "nice to have" — they are critical to our continued progress. Now that we are a member of the AAU, we are no longer aspiring to excellence in research and scholarship — we need to show that we are already here. That means developing a culture that prioritizes professional development activities like the faculty writing retreat and other activities that highlight scholarly engagement. I look forward to the next one.

GW Academic Leadership Academy

As you probably know, we have faculty who are in the midst of the year-long Academic Leadership Academy. This is the fourth cohort of the program that enables faculty to develop their leadership skills and build relationships with other leaders across GW, and this year's faculty represent all 10 schools and colleges as well as Libraries and Academic Innovation.

This cohort also got a running start before the official start of the semester – just this morning, they participated in a session about cultivating emotional intelligence. I was grateful to have the opportunity to join the session and share my perspectives about the importance of cultivating emotional intelligence in the context of being an academic leader at GW. As I mentioned a moment ago, these sorts of professional development opportunities are crucial in helping us maintain our shared commitment to our mission and supporting our students and colleagues.

Applications to join Cohort 5 of the Academic Leadership Academy will open in May, so be on the lookout in case you or someone you know would like to participate.

Teaching Workshops

Along with what I have just mentioned, there are many other professional development activities available for faculty this spring. I encourage you to visit the [Libraries and Academic Innovation list of events](#) to find workshops about a wide range of topics.

Intramural Funding Opportunities

Finally, a reminder that GW's intramural funding programs to support research and scholarship are currently accepting applications. You all should have received an infomail last week with details.

The programs provide seed funding for new scholarly projects, new cross-disciplinary projects, and new projects in the humanities. Application deadlines are staggered starting in early February. I encourage you to think about how some internal funding might jumpstart your scholarly projects – you can visit the [Office of the Vice Provost for Research website](#) for eligibility details and deadlines.

President Granberg, this concludes my report.



Faculty Senate

Report of the Faculty Senate Executive Committee (FSEC)

January 12, 2024

Ilana Feldman, Chair

FSEC Activities

FSEC met on December 15, one week following the December Senate meeting. FSEC continued what will undoubtedly be an ongoing conversation about the importance of freedom of expression and academic freedom as bedrocks of the university, especially in challenging times. Taking note of a national landscape marked by increased threats to academic freedom, FSEC discussed the importance of ensuring that GW's strong policy supporting academic freedom continues to be experienced in practice by faculty.

To that end, we would like to create a portal to enable faculty to report any constraints on, or concerns about, their ability to exercise their academic freedom and use their expertise in the classroom and in their professional life. The portal will enable faculty to submit reports anonymously or with their names and will allow faculty to indicate if they would like assistance in responding to the constraint. (The portal instructions will clearly note that the Senate itself is not empowered to act on complaints but can refer faculty who do wish to obtain assistance to the proper channels.) The academic freedom subcommittee of the Senate's committee on Professional Ethics and Academic Freedom (PEAF) will track submissions and will consider what the reports reveal about whether additional systemic support for academic freedom is needed at GW.

Senate Elections

The Senate Office has sent reminders to the schools about holding timely elections for 2024-2025 Senate membership. The Faculty Organization Plan requires that elections be completed by March 15 each year; election results should be communicated as soon as possible to the Senate Office. Anticipating Board approval of Faculty Assembly Resolution 24/1, the Senate Office has also provided election guidelines to the College of Professional Studies so that they may prepare for the election of their first Senate delegates.

Faculty Organization Plan Revisions

The Board office let us know this week, that, in the course of the review of the Committee on Academic Affairs materials, a question was raised regarding a potential omission in the redline of the Faculty Organization Plan (FOP). Specifically, the term "university professor" is used to describe a rank when identifying faculty eligible for Assembly membership. The question centered on whether "university professor" should also be used to identify those eligible for Senate membership in the FOP.

The Senate office brought this question to the Parliamentarian, who observed that the Faculty Code uses the term “university professor” as a title, not a rank and therefore it should not appear in either place. Her recommendation, which was transmitted back to the Board office, is that the reference to “university professor” in the Faculty Assembly eligibility text be removed in a future round of revisions to the FOP.

Personnel Actions

There are no active grievances at the university.

Calendar

The next regularly scheduled meeting of the Faculty Senate Executive Committee is January 26, 2024. 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 January 19. The next regularly scheduled Faculty Senate meeting is February 9, 2024.