



Faculty Senate

**MINUTES OF THE REGULAR SENATE MEETING
HELD ON NOVEMBER 10, 2023
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, Goldman, Henry, Kelly-Weeder, Lach, Matthew, Mehrotra, and Washlbeck; Professors Anenberg, Badie, Bamford, Briggs, Brinkerhoff, Clarke, Cordes, Eakle, El-Ghazawi, Gupta, Gutman, Kargaltsev, Kay, Mahshie, Orti, Parsons, Pittman, Rain, Sarkar, Schultheiss, Schwindt, Tekleselassie, Tielsch, von Barghahn, Vyas, Wagner, Wilson, Wirtz, and Zeman.

Absent: Deans Ayres, Feuer, and Riddle; Professors Callier, Gore, Kieff, Lu, Marvar, Mazhari, and Olesen.

CALL TO ORDER

The meeting was called to order at 2:04p.m.

APPROVAL OF THE MINUTES

The minutes of the October 20, 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

Professor Schultheiss asked if the administration had any response yet to the Senate's Resolution 24/5, passed at the October meeting. The President responded that, since the October Senate meeting three weeks ago, the administration held one meeting with a group of faculty that has been part of this conversation and has formally moved all discussion with faculty about arming plans into the Physical Facilities and Campus Safety subcommittee. She added that, given events of the past few weeks, she has not yet had the chance to review the resolution in detail with the Provost.

Professor Wagner asked whether the university will remain committed to its strong free speech and academic freedom policies in light of recent events on campus. President Granberg responded that these freedoms are a critical part of any university's ability to do its work, in particular the ability of faculty to teach and to publish research freely. She stated that she does not foresee radical changes in the university's commitment to free speech. With that said, she added that the events of the past few

weeks have challenged the university's ability to handle 21st-century methods of speech and communication (e.g., social media). She anticipated that there would be an initiative to review the code of student conduct section on free speech; this would not, however, involve radical changes. She added that there are different policies in this area on campus that conflict with each other; these need to be reconciled and the campus community educated about them. Professor Wagner expressed that Senate committees—specifically, Educational Policy & Technology (EPT) and Professional Ethics & Academic Freedom (PEAF)—are well staffed and eager to participate in this process.

PROVOST'S REPORT (Chris Bracey, Provost)

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

BRIEF STATEMENTS & QUESTIONS/PROVOST'S REPORT

Professor Wirtz recalled that, in an earlier report to the Senate, the Provost stated an intention to reconvene the group that set the standards for the faculty salary equity review, specifically prior to the next merit cycle, and requested an update on this. The Provost responded that the group would indeed reconvene prior to the next faculty merit cycle in 2024 to advise and set the structure for the salary equity review process. The reconvened committee will help ensure that the process is working well and work on building in additional pieces the Provost is interested in assessing. He noted that he wants to be careful not to draw the process out for such a long period that the data become stale; a simpler methodology allows for an annualized review. However, he added that he would like to push that boundary with additional analyses while still completing the review in a timely manner. He stated that he plans to work with the new Vice Provost for Faculty Affairs, Rumana Riffat, to determine a timeline for this; the endpoint of that timeline will allow the review to be implemented for the next merit cycle.

Professor Gupta asked that gender be included as an analysis point in the review. Provost Bracey responded that this is definitely on the agenda. The current analysis looks at gender in a rudimentary way (for statistical significance); he expressed that he would like to get more granular without overly complicating the review.

Professor Brinkerhoff requested an update on the diversity program review. The Provost responded that the review reports are complete and in the hands of external reviewers who are visiting campus and meeting with stakeholders to discuss the recommendations provided thus far. The review group will undoubtedly want to reconvene following this external review and issue its own report on the subgroup reports. Ultimately, these recommendations—hopefully with an action plan with concrete next steps—will be submitted to the Provost for review with the President.

EXECUTIVE COMMITTEE REPORT (Ilana Feldman, Chair)

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

BRIEF STATEMENTS & QUESTIONS/EXECUTIVE COMMITTEE REPORT

Professor Parsons asked if the Faculty Senate Executive Committee (FSEC) has made any determinations about ending the hybrid option for Senate meetings. Professor Feldman responded

that FSEC has not discussed ending the hybrid option, noting that, if there is a desire to make a change, that is a matter for the Senate as a whole to consider. If this is a desired topic for the Senate, she asked that those interested in raising the subject send a note to Liz in the Senate office to add to an upcoming FSEC agenda.

[REPORT](#): Annual Report on Enrollment (Jay Goff, Vice Provost for Enrollment & Student Success)

The slides for [Vice Provost Goff's report](#) were distributed with the agenda for this meeting. Mr. Goff offered the following remarks before turning to questions from the Senate:

“I appreciate the opportunity to provide an update on our fall semester student enrollment and success levels, as well as our ongoing progress in rebuilding enrollments after the challenging times of the COVID-19 pandemic. I want to wish everyone a happy Veterans Day and thank all of all veterans and current military families for their service to our community and the country.

“This afternoon I am here to report that the fall 2023 census revealed a total university headcount of 25,568 students. The overall total enrollment is on track with projections and means that the George Washington University will likely remain among the ten largest private Research I universities in the United States. The more detailed enrollment data tables were uploaded to the Senate files a week ago, and enrollment [reports](#) from the Office of Institutional Research and Planning have been updated online. At this time I would like to share some notable trends and achievements that have emerged from this year's enrollment cycle.

“I want to thank all of the Deans, each of the school leaders, faculty, and numerous staff involved in rebuilding our outreach, recruitment and student success efforts. It has been a truly collective effort that has helped us achieve the accomplishments that I am highlighting today.

“When we examine the various student populations that make up GW’s overall enrollment, several trends and outcomes rise to the forefront:

1. **Increases in the total full-time student enrollments:** We've witnessed positive increases in the total full-time student enrollments, among both undergraduate and graduate students. This total represents a 2.2% growth, or 391 additional full-time students compared to the fall 2022 census. We have some of the most talented and dedicated students from all 50 States, the District of Columbia, 12 U.S. Territories, and 141 foreign countries. Our broad reach and representation is a strong indication of GW's appeal to degree seeking students from throughout the country and the world.
2. **Undergraduate retention rates have rebounded to pre pandemic levels.** The fall 2022 first year class had a record headcount of 2,928 first-time, full-time degree seeking students. The total class retention rate was 91.9% (listed as 92% in the Dept of Education reports). This student success rate is among the top four highest retention rates among all first-year classes at GW.
3. **Our undergraduate 6-year graduation rate has reached an institutional record of 85%.** It's worth noting that our lower income and Pell Grant eligible students have also graduated at the same rate. This performance underscores our commitment to accessibility and inclusivity, in addition to demonstrating that many of our investments in improving student success through additional need based financial aid, student success

coaches, and the summer academic recovery programs have been successful in assisting more students in achieving their goal of earning a degree at GW.

4. **New international student enrollments have continued to increase, surpassing the levels observed in both fall 2021 and fall 2022.** We believe this signifies that many of our new post-pandemic global outreach efforts have had a very positive impact. Last year I shared that we had set a record for the number of students from India with 444 undergraduate and graduate students. I am happy to report that all of the efforts from the schools, faculty and staff last year have helped us set a new record. This fall we enrolled 706 students from India, this is a 59% increase over last year's record.
5. **Fewer part-time domestic and graduate students from China:** It is important to recognize that we anticipated fewer part time domestic and Chinese students this year. Although this appears to be a national trend, it has an impact on our total undergraduate and graduate enrollments. We are working to better understand the situation and provide additional outreach to these student populations.

“Let's focus to our **undergraduate enrollments**. We currently have 10,848 undergraduate students, with 10,099 of them seeking degrees in one of the five residential schools. This reflects a 1.5% increase in the residential undergraduate registrations and a slight overall increase in the total undergraduate total headcount (50 or 0.5%).

1. **The new residential undergraduate student class slightly exceeded our goal for 2800 new students.** We enrolled 2,539 first year students and 274 new transfer students, or a total of 2,813 new residential undergraduates. This accomplishment speaks to the hard work of the undergraduate admissions team lead by Dean Ben Toll and the entire campus community who has helped rebuild our outreach and recruitment programs after the pandemic.
2. **The new student class profile is one of our most academically talented and diverse,** a testament to our commitment to fostering an inclusive learning environment and utilizing new strategies and reaching out to new communities and individuals who typically had not considered GW as an option.
3. **Post pandemic market trends continue among our non-traditional, adult and second-degree undergraduate programs.** Registrations remain below pre pandemic levels with our working adult learners. This has primarily impacted our second-degree nursing and programs supporting healthcare and civil service workers. The various Deans leadership teams are working to find innovative ways to improve connections with these students and to adjust our offerings to better meet their needs. As you may have already seen, this has included some new marketing and promotional efforts that are targeting adult students in the DC metropolitan area.

“**Post-baccalaureate enrollments** have some unique trends as well: This fall we have a total of 14,088 students enrolled in our graduate and professional programs. The total registrations were close to expectations given the lingering effects of the pandemic. We expected some of the graduate programs to be slightly lower due to a larger graduating class in May 2023 and a smaller intake of part time domestic students in fall 2022; this resulted in a 2.2% decrease in the total fall 2023 post-baccalaureate enrollments compared to fall 2022.

“The graduate and professional enrollment trends are highlighted by the following outcomes:

1. **Most of our full-time, international, and professional program registrations are on track with our targets.** This reaffirms the quality and the appeal of our graduate and professional offerings to some of the most talented post baccalaureate students from throughout the world.
2. **Part-time graduate student enrollments largely composed of working adults and graduate students from China continue to lag behind pre pandemic levels.** This challenge has persisted over the last year, and we are working diligently to better understand and address the factors contributing to this trend. We have recently learned that our graduate enrollment patterns reflect some of the national trends. The Council for Graduate Studies recently released a [national enrollment report](#) that indicates that overall applications for graduate programs increased last year (3.9% overall and 2.6% for RI research universities), but the actual number of new students enrolling decrease by 4.7% for all US graduate schools and new students starting at research one graduate schools in 2022 declined by almost 6% compared to fall 2021.
3. **Returning graduate student totals were impacted by the graduation of the larger pandemic surge enrollments and smaller new part-time graduate student intakes in 2022.** These are clearly lingering effects from the pandemic and the success of our new student recruitment efforts this year should start to create a better overall balance among these populations in the near future.
4. **The new REV UP marketing test campaign** is designed to better promote GW's graduate programs in the DMV. The initial feedback and results from the campaign are promising.

“In closing, our university has made remarkable progress in rebounding our enrollments after the COVID-19 pandemic. Positive trends in full-time student enrollments, undergraduate success rates, and international student recruitment highlight our commitment to academic excellence and inclusivity, but as I have also noted, we are aware of the challenges that persist in certain student populations, particularly among part-time working adult students in the DMV and graduate students from China.

“Our collective enrollment management efforts will continue to address these challenges, work to support all of our students, and continue to promote the excellence of all GW academic programs and our unique student experience. With all of your commitment and dedication, we are well positioned to overcome many of the challenges being faced by our peers and ensure a brighter future for GW. I thank you again for your attention and this opportunity; at this time, I welcome any questions you may have.”

Professor Wilson asked whether the campus enrollment cap negotiated with the District continues to be an issue the university has to worry about and, if so, whether it might be renegotiated. Mr. Goff responded that enrollment is indeed very close to the cap, and the university monitors it closely and is looking at options for how best to manage this (including alternative sites for undergraduates and study abroad options in other capital cities). The cap will be renegotiated in 2027, providing an opportunity to present different ideas. Professor Wilson added that the optimal size of the university has increased with changes in education methodologies; the cap may therefore be more constraining in future. Mr. Goff agreed, noting that the cap does present serious challenges in terms of how the university manages its total enrollments. Under the current cap, leadership is focusing on how to present strong student learning options while remaining in compliance.

Professor Wagner referred to the Senate discussion in September about retention and student success. Recognizing that *US News & World Report* rankings have a new focus on graduation rates, she asked what fraction of this year's third-year students—those admitted in 2021—are on a pathway to graduate in four years and if there is variation across GW's schools in this assessment. Second, she asked if there are any current plans to help students build a pathway to 4-year graduation in their programs going forward.

Mr. Goff responded that he did not have the specific numbers with him to answer the first question. However, he noted that the university is seeing a slight negative impact on persistence among the student populations that were enrolled while GW was in virtual mode. His team is engaging in an extensive outreach campaign now, contacting those students to retain them or even, in the case of students who left GW during this period, return them to their cohort. He noted that recovery efforts are showing some promising results. GW's undergraduates who started in fall 2021 are on track to be closer to pre-pandemic persistence levels with regard to the 4-year graduation rate (around 78% or 79%).

In terms of creating structures to help more students be on track for completing their degrees in 4-years, Mr. Goff noted that his office has just completed a Core GW Experience Planning Portfolio pilot program (the "CORE in 4" app) in the GW School of Business (GWSB) and the School of Engineering & Applied Science (SEAS) where an online application (or app) allows admitted students to develop a plan that outlines how they can complete their degree and desired experiences in four years. In the app, students answer questions about their goals and aspirations for student activities, international study abroad, internships, research, graduate school and other experiences they would like to complete during their time at GW. His staff works with academic departments to match this data with the organizations and activities of previous students who have been successful in having a rich, broad 4-year experience. They observed a higher admit to enrollment yield rates for students using the app and noted that the initial retention rates for the small number of participating students looked promising. The Core GW Experience Portfolio app will roll out next March for new students admitted to the Elliott School of International Affairs (ESIA) and the Milken Institute School of Public Health (GWSPH) and will then be fully implemented with the Columbian College of Arts & Sciences (CCAS) in the 2025-2026 academic year. This program is one example of how the university can help students think about 4-year completion rates and how to stack their desired experiences together while making the planning efforts less overwhelming. Goff added that there are clear benefits to graduating on time, including a significant reduction in student loan debt levels and in creating more space on campus for additional new students.

Professor Brinkerhoff asked whether the university has any plans to participate in direct admissions programs and about funding to support admissions from underserved populations. Mr. Goff responded that the university does not currently have plans for partnerships that would include a direct admissions pipeline. He added that his office is assessing whether this would be a viable option and, if so, what the best implementation approach would be.

Mr. Goff stated that the university has implemented funding and outreach initiatives to help maintain the success GW has had in growing the diversity of the student body. As an example, he noted that some resources are being shifted to create a "summer bridge" program for admitted first generation and lower income students who may have had limited access to AP and college preparatory classes in high school. An initial pilot group of 15-25 students will be invited to come to GW for the Summer II session, where they would take courses and engage with the university prior

to fall enrollment. After assessing the initial pilot, the hope is that it might be expanded with other partnership groups. He added that the summer and Pre-College Programs office would be utilized to develop partnerships with state-based and other organizations to identify students who may not have traditionally considered attending GW.

Professor Schultheiss asked whether the much-discussed upcoming demographic cliff for college-age students concerns the university. She noted that much of the data presented in today's report was very positive; combining this with the current budget austerity concerns, she asked how much of GW's budget situation is dependent on maintaining unsustainable growth given the reality of the demographics. Mr. Goff responded that the National Student Clearinghouse, the College Board, and other organizations have all issued reports discussing the "cliff". From 2010 to this year, there has been a 7%-14% decline in the number of high school graduates in specific states and regions; from 2025-2035 additional declines could occur. He noted that the fall enrollment report PowerPoint slides include a map showing the home states of students who chose to enroll at GW. Students from about seven states represent almost 70% of GW's domestic undergraduate population; the declining demographic trends will impact 3-4 of those states. During the pandemic, he noted, the university shifted to thinking about expansion into other states and regions where there are strong prospective student interest levels and diversity opportunities among students who have not traditionally considered applying to GW. He noted that GW can make up for potential primary market declines, due to demographic losses, by recruiting more heavily in the regions with potential student population growth.

Mr. Goff added that there is an obvious concern around how to sustain enrollment and support the university's reliance on the tuition revenue that comes from enrollment growth. On the undergraduate level, he noted, his office has been updating its 5-year enrollment plans and looking at the service capacity that both keeps the university within the enrollment cap and ensures it can provide a high-quality education for every GW student.

Professor Cordes asked whether there is a parallel set of tables to the current presentation that focuses on revenue dollars or credit hours as opposed to headcount, as this is what ultimately determines whether enrollments are providing the necessary revenue base for the operating budget. Mr. Goff responded that his office knows these numbers and tables well at the undergraduate level. The revenue margins among the graduate programs needs to be assessed in more detail, and this will be a focal area his team's work this year.

He added that University planning also needs to focus on student affordability, assessing how to best balance increased costs with the financial aid GW can provide to maintain the gains that have been achieved in the diversity, retention, and graduation levels. He noted that the university made a commitment three years ago to meet 100% of the unmet financial need for Pell grant-eligible students. Given the rise in the graduation rates and declines in the average student loan debt loads, this is something the Senate and the entire university community can feel very proud of. Professor Cordes asked whether these data can be shared with the Fiscal Planning & Budgeting (FPB) and EPT committees as well, noting that this would give the faculty a better sense for how this affects the bottom line. Mr. Goff agreed and invited Professor Cordes to contact him to schedule this review.

Professor Wirtz noted that the university has been through several iterations of the same question: the 20/30 plan, building a new dormitory, a 5-year plan on capacity. He asked where GW is going

with these, specifically 20/30 and a new dormitory. Mr. Goff's response confirmed that 20/30 is not part of the current enrollment management plan at the university. With regard to a new dormitory, he noted that plans have not been abandoned but observed that the real estate market has changed substantially in the last two years and that university leadership is looking at all the options to determine the smartest way to proceed. Provost Bracey added that construction costs on the identified lot were prohibitively expensive for the number of beds that could be produced there. He noted that, in the current real estate market, there are other residential opportunities to look at for both undergraduate and graduate students. Professor Wirtz asked about the faculty role in this planning, and Mr. Goff affirmed that EPT's future enrollment planning committee will continue its close work with his team and that the current enrollment efforts are still following Future Enrollment Planning guidelines the Senate had previously supported.

Professor Wilson asked whether these plans include PennWest and if the Senate will hear about developments in this area. Provost Bracey responded that the market is fluid and that he would follow the CFO's lead, but the Senate would be updated on any big announcements in this arena. He added that real estate transactions necessarily take place in a confidential realm, but all the players are aware that GW and others are interested in DC real estate.

Professor Tekleselassie asked how marketing strategies are being streamlined by programs and disciplines and by geographical affinity areas. He noted that many of GW's competitors have a presence in the District, and GW's online programs can be marketed more widely than the DC area. Mr. Goff responded that it has been exciting to get back into actively promoting GW in the DMV after not having done so for a long time. Initial results from the pilot Rev Up campaign are promising. He noted that out-of-home-marketing and mass communication campaigns are expensive, and the university wants to assess the impact of the pilot marketing programs before spending more money on wider campaigns in other cities. He added that the university has learned that the most effective recruiting impact has come from electronic and direct communications in the student markets; this approach allows for messaging that is more specific to the academic programs. The current out of the DMV communications has an emphasis on building outreach campaigns through electronic and online avenues. They are delivering good results with full-time students. The successes of the digital programs and the Rev Up campaign will help determine next steps in this area.

Professor Tielsch noted that, in local marketing, GW is being outmaneuvered by Johns Hopkins and asked whether there are any plans to measure whether their entry on Pennsylvania Avenue will impact GW. Mr. Goff responded that the university tries to examine and monitor outreach efforts coming into its primary markets. The enrollment management teams pay very close attention to this type of competitive activity.

Professor Parsons asked Mr. Goff for his thoughts on why college enrollments are so low relative to other periods. Mr. Goff responded that, when looking at the overall higher education picture, some broader populations and markets are disproportionately not participating at the rates seen historically. Over the past decade up to 70% of high school graduates headed directly into some kind of post-secondary enrollment; some of the latest tracking data shows that participation rates may now be around 67%. The demographic cliff is another piece of that puzzle, fewer births are resulting in fewer high school graduates. This seemingly small percentage shift in post-secondary education participation rates and fewer high school graduates translates to around 2 to 3 million fewer students in the U.S. higher education system when compared to a decade ago. In addition, the

national gender gap, with females now representing about 60% of post-secondary enrollments, has also likely had an impact. These trends along with a strong post pandemic job market are likely helping to shrink the margins of total individuals participating in U.S. higher education. Higher education as a whole needs to think about a broader national plan to demonstrate how a college education is a helpful and smart investment on many levels; he noted he is not sure these conversations are happening at the national levels they should be.

Professor Wilson asked about what might be driving the gender differences in post-secondary enrollments. Mr. Goff responded that the tracking data in this area is not clear, but the strong job market, particularly in the higher-paying trade markets, is providing opportunities for lucrative careers that don't always require a college degree. With that said, some of trade organizations and labor unions recognize the value of the quantitative, qualitative, and socialization skills attained during a traditional higher education experience. Professor Wilson asked whether cooperative programs might help bring students back to universities while they train for a trade. Mr. Goff responded that he sits on boards where some of these conversations are happening and that he continues to look for opportunities where there is a good fit for GW.

INTRODUCTION OF RESOLUTIONS TO BE REFERRED TO COMMITTEE

No new resolutions were introduced at the meeting.

GENERAL BUSINESS

I. Nominations for membership to Senate Standing Committees

The following GW Student Association nominations to committees were approved by unanimous consent:

- Educational Policy & Technology: Liam Searcy (GWSA), nonvoting
- University & Urban Affairs: Sungbin Hwang (GWSA), nonvoting

II. Senate Standing Committee Reports

No standing committee reports were received ahead of today's meeting. Committee chairs are reminded that interim reports are due in December. The Senate office would greatly appreciate receiving these by November 30 for inclusion with the December Senate agenda or by January 4 for inclusion with the January agenda.

BRIEF STATEMENTS AND QUESTIONS

Professor Wirtz returned to the Q1 MFA results question. Understanding that the Board needs to review these numbers before they're made public, he observed that this will happen prior to the next MFA quarterly report to the Senate. He asked whether final MFA Q1 numbers can be shared at the December Senate meeting. President Granberg, confirming that CFO Fernandes will present these results to FPB as scheduled, responded that she would like to have him present reports to the Senate on the planned quarterly schedule.

Professor Schultheiss asked if there is any sense that the current budget austerity climate will be extended past this fiscal year, noting the example of faculty travel funds in CCAS being cut due to financial stressors. The President responded that she certainly hoped the university would see

additional enrollment and lower discount rates, which would contribute to a less stressful financial environment. As the school budgets are handled between the Provost and the Deans, she added, it is hard to say what next year will look like at this point. Mr. Goff's report today was very encouraging in terms of GW's market position; this is an important part of what drives the university's revenue. She noted her sense, along with the Provost and the CFO, that there is structural work to do on the budget. Professor Cordes added that FPB is looking forward to working with the CFO and his team as they begin to look at how to modify the budget; this will be on the agenda of the committee's next meeting.

Professor El-Ghazawi asked the President if she could expand on her statement that she did not expect a lot of changes to the freedom of speech policy, noting that this would seem to be something that is either in place or is not in place. President Granberg responded that the university currently uses the [Chicago principles](#), and some institutions in some segments of the university might choose to put additional regulations in place. An example from other institutions—which she stressed she was not stating applies to GW—is that the standard in housing is sometimes different in order to maintain peace and quiet and an environment conducive to study. This is an example of how an institution can have a very strong commitment to free speech and have some areas with modifications for specific reasons.

Professor Parsons commented that the faculty doesn't like big surprises in the academic enterprise and hoped that the new administration would give the faculty significant notice on major initiatives. He recalled that, around 20 years ago, previous leadership announced that GW would become a STEM university and consequently became more quantitative. Then, several years ago, the university adopted a test-optional policy, which would seem to create challenges for incoming students who perhaps did not have the necessary preparation for a rigorous quantitative program. He hoped that there would be opportunities to discuss major academic initiatives before they are implemented to consider their effects.

Professor Cordes suggested that, with regard to the university taking a broad look at its various freedom of speech policies, one area that might deserve some closer exploration is to what extent the “heckler's veto” (speech for the purpose of suppressing other speech) will be tolerated. He noted that the Law School has had some interesting discussions about this. President Granberg stressed that no conversations are taking place around changing the university's free speech code. Rather, a natural part of the conversation is to reflect on and learn from what has happened over the past few weeks. This is something that should be undertaken in a planful, rational, and thoughtful way. She emphasized that no conversations are taking place suggesting that the university should walk away from a commitment to free speech.

Professor Schultheiss recalled that the President mentioned a strategic planning process at her meeting with CCAS faculty and asked when this will start. The President responded that this process would begin with the university community spending some time thinking about the future into which it is planning—where higher education is moving, what forces are expected to be operative in the next five to seven years, where work and the workforce are moving, what kinds of environments GW students will be graduating into, and where knowledge is moving. It will be important to think about what the really important ideas are in academic disciplines, what the animating forces are, and where they are going. She envisioned doing this in spring 2024, preceding any kind of formal strategic planning effort. Emerging from those conversations could be some pillars or aspirations to plan toward in a subsequent process.

Professor Wagner observed, as a member of the faculty committee of the diversity program review team, that it will also be important to take stock of what has happened at the university over the past 10-20 years and to reflect on the necessity of paying attention to what has been repeatedly gotten wrong. The community needs to understand both the recent and the longer past as part of this strategic planning process. Finally, she expressed her hope that diversity, equity, and inclusion would be centered among the pillars of any future strategic plan.

ADJOURNMENT

The meeting was adjourned at 3:26pm.

Faculty Senate Meeting: President's Report November 10, 2023

Thank you, everyone. It is such a pleasure to join you all this afternoon. It has only been a few days since we got together at the Faculty Assembly, so I will try and keep my updates brief and leave time for discussion today.

Meetings and Upcoming Events

Yesterday, I joined Provost Bracey, Jay Goff, Colette Coleman, and other GW leadership to recognize and celebrate our GW undergraduate scholar cohorts (including the POSSE, Trachtenberg, and Cisneros Scholars) and the faculty and staff who work so hard to mentor and support them. These students are leaders on our campuses and in our classrooms, role models for the community we aspire to be, and the future changemakers that our world needs now more than ever. Thank you to everyone here and online for your continued dedication to these students and their success.

This morning, I was privileged to take part in GW's Veterans Day ceremony, honoring our military student population, the many service members among our alumni, faculty, and staff, and the members of the GW community who support them year-round. At GW, we are so proud to have one of the largest enrollments of military-affiliated students at any private research university across the United States. On behalf of the GW community, I want to take this moment to recognize and thank everyone at GW who have and continue to serve our country.

News and Updates (MFA, Campus Safety and Security)

Earlier this week, I participated in my second MFA Board of Trustees meeting. I know you all just received a briefing from Bruno, so I will just say that I continue to be pleased with the steps being taken. The Board remains very focused on improving the organization's current financial performance as well as the quality metrics at the Hospital. The MFA Q1 numbers were just presented to the MFA Board this week and will go to the GW Board of Trustees next. We will work to provide updates on the University and the MFA financials at future Faculty Senate meetings.

I also wanted to provide you all with an update on campus safety. In light of ongoing activities on campus and around the world, we have taken several steps to further enhance the safety and security at GW. To maintain a safe environment for our faculty, students, and staff, we have increased security patrols around campus, and we have assigned additional security officers to the residence halls. While we are currently not aware of any specific threats to GW, we are continuing to work closely with metropolitan and federal resources to assess our level of exposure and act to secure our campus further as needed. We are also continually consolidating and updating our safety, security, and well-being resources [online](#); I encourage you to use and share them as needed.

Innovation Fund Announcement

Finally, for those of you who were unable to attend Monday's Faculty Assembly, I was delighted to share an exciting announcement, and I want to make sure you all have the opportunity to hear that from me today. Across our campuses, our faculty, students, and staff are doing incredible work to tackle the challenges of today and prepare for those of tomorrow, all while educating the next generation of world leaders. I have visited nearly every school and college now, and I know how talented, created, and driven our faculty is. There is still so much potential here at GW. I have been working with Bruno Fernandes and Provost Bracey to ensure that each of you have the resources, infrastructure, and support you need to truly build a greater world.

That is why, on behalf of the Provost and myself, I'm delighted to announce the creation of what we're calling the Innovation Fund. This new 25-million-dollar endowment was established using proceeds from the sale of university property and will be used to support and enable academic innovation and bold ideas across the university. This could be a new research idea, a teaching or classroom innovation, or something else. We set it up to be flexible so that it can respond to where we are at any given point, but the idea is that if you have a great idea for a course, a research project, or something else that would benefit our students or scholarship, Provost Bracey and I now have funds we can tap to help make it a reality. This is a fund that will exist in perpetuity and will spin off at least a one million dollars a year, and it will be managed through the Provost's Office. I am so excited about this, but let me be clear: This is just a start, not an end. We have a lot more work to do, but this is a step in the right direction.

Finally, I want to thank everyone who was involved in the activities around my inauguration last week. It was different than we had planned, but Sonya and I felt very welcomed and supported by this community. I really appreciate all the faculty who were a part of it and the many, many very kind messages we have received. We are delighted to be a part of GW.

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



Faculty Senate
Provost Bracey Report
Friday, November 10, 2023

Good afternoon. At Monday's Faculty Assembly meeting, I delivered a robust update on the continued forward momentum of the Provost's Office, so I have just a few brief updates for you today.

Admissions Policy Guidance

As you are aware, following the SCOTUS decision prohibiting the use of race-based affirmative action practices in the college admissions process, I convened an Admission Policy Task Force to make recommendations regarding possible future practices that encourage diversity in student enrollments in ways that are consistent with the Supreme Court decision.

The Provost's Office received and reviewed those recommendations, and earlier this week, we released an [Admissions Policy Guidance document](#) that emphasizes GW's continued commitment to ensuring a diverse and inclusive student body while remaining consistent with federal law. This document provides operational guidance for admissions officers regarding the processing of applications as well as recruitment and enrollment management. It can be found on the Office of the Provost website on the [Policies, Procedures and Guidelines page](#). I would like to thank the task force for its hard work in addressing this important issue and enabling the university to continue to advance our values of diversity and inclusive excellence.

School of Business Dean Search

At Faculty Assembly, I provided a status update on the School of Business dean search. I am pleased to share that earlier this week, I charged the search committee — which includes business school faculty, students, alumni, and trustees — and we have formally launched the search. The committee is tasked with developing the position specification for this role, which will be ultimately approved by the School of Business faculty before the search begins.

I am also pleased to share that I anticipate naming the interim business school dean soon after Thanksgiving. This person will begin in January 2024 while the search for a permanent dean continues.

Sustainability

Finally, a reminder that in the coming days, the university will be announcing a revolutionary next step in how our community conducts and develops innovative research, teaching, advocacy, and action in sustainability and climate change. This will be an exciting announcement, so stay tuned for that as well.

President Granberg, this concludes my report.



Faculty Senate

Report of the Faculty Senate Executive Committee (FSEC)
November 10, 2023
Ilana Feldman, Chair

FSEC Activities

FSEC met on October 27, one week following the October Senate meeting. FSEC discussed concerns expressed by Senators that the Q1 report on Medical Faculty Associates (MFA) finances presented by CFO Fernandes at the October Senate meeting did not have complete data and affirmed the importance of keeping the Senate informed about the MFA's financial position. Recalling that the Senate has set a quarterly reporting schedule to the full Senate, per [Senate Resolution 23/5](#), along with continuing Mr. Fernandes's regular working relationship with the Senate Fiscal Planning & Budgeting Committee, FSEC discussed adjusting the timing of the quarterly reports. To that end, the Senate office is working closely with Mr. Fernandes to determine the optimal timing of his reports to the Senate so that quarterly data brought to the Senate has been finalized and fully reviewed by the MFA CFO and Board.

Faculty Assembly

The annual Faculty Assembly was held on Monday, November 6. The President and Provost provided interesting and informative reports, and I delivered the required report on Senate activities to the Assembly. The reception following was extremely enjoyable, and I thank the President for hosting the faculty for this event.

Despite an online attendance option for voting members of the Assembly, the required quorum of 125 attendees was not achieved on Monday. As a result, the agenda items requiring Assembly action—approval of the 2022 Assembly minutes and, very importantly, consideration of Assembly Resolution 24/1—were deferred. The Senate office is currently working with the offices of the President and the Provost to identify a time when a fully virtual special Assembly may be held before the end of the semester. At that meeting, the minutes of both the 2022 and 2023 regular Assemblies will be up for approval, and the Assembly will be asked to act on Assembly Resolution 24/1, which will allow amendments to the *Faculty Organization Plan* (FOP) to be sent on to the Board for their approval.

The timing of the early 2024 Board meetings is such that holding a special Assembly after the semester break would not allow enough time for the FOP amendments to be sent to the Board. Waiting for the spring Board cycle would impact the ability of the College of Professional Studies (CPS) to formally elect and seat their delegates for the beginning of the next Senate session in May 2024.

The Senate office will communicate details of the special Assembly as soon as possible. Please impress upon your school faculties the importance of attending this meeting and participating in this element of the shared governance process.

Personnel Actions

There are no active grievances at the university.

Calendar

The next regularly scheduled meeting of the Faculty Senate Executive Committee is November 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, particularly given that the meeting takes place one week from today. The next regularly scheduled Faculty Senate meeting is December 8, 2023. This meeting will be held in a hybrid format; the Senate membership is strongly encouraged to attend in person. The remaining Senate meetings for the 2023-2024 session will be held in the State Room with a hybrid option.