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# THE GEORGE WASHINGTON UNIVERSITY

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WASHINGTON, DC

## REGULAR FACULTY ASSEMBLY

October 30, 2024

Lehman Auditorium (SEH B1220/800 22<sup>nd</sup> Street NW) and Zoom

### CALL TO ORDER

President Granberg called the Assembly to order at 4:04pm.

### MINUTES APPROVAL

The minutes from the [December 2023 Special Faculty Assembly](#) were approved by unanimous consent.

### WELCOME TO NEW FACULTY MEMBERS

President Granberg recognized representatives from each Dean's office in turn to present their new faculty members to the Assembly for welcome and recognition. New faculty members from the Columbian College of Arts and Sciences (CCAS), the School of Medicine and Health Sciences (SMHS), the GW Law School (LAW), the School of Engineering and Applied Sciences (SEAS), the Elliott School of International Affairs (ESIA), the School of Business (GWSB), the Milken Institute School of Public Health (GWSPH), the College of Professional Studies, the School of Nursing (SON), and non-school affiliated new faculty were introduced via the [attached slides](#) and were welcomed by the Assembly.

### REMARKS/Q&A (Ellen Granberg, President)

President Granberg's remarks are [attached](#) to these minutes. There were no questions from the attendees.

### REMARKS/Q&A (Christopher Bracey, Provost)

Provost Bracey's remarks are [attached](#) to these minutes. There were no questions from the attendees.

REPORT ON SENATE ACTIVITIES ON BEHALF OF THE FACULTY SINCE OCTOBER 2023 (Professor Ilana Feldman, Chair, Faculty Senate Executive Committee)

Professor Feldman's report is [attached](#) to these minutes. There were no questions from the attendees.

FACULTY ASSEMBLY RESOLUTION 25/1: To Amend the *Faculty Organization Plan* (Ilana Feldman, Chair, Faculty Senate Executive Committee)

Professor Feldman [introduced](#) the resolution and moved its adoption; the motion was seconded. The President opened the floor to questions or comments on the resolution.

A question was raised about who would initiate the creation of a Faculty Consultation Committee (FCC). Professor Feldman responded that the FCC is a temporary committee brought into being only by the Board's announcement of a presidential search. Professor Natalie Houghtby-Haddon (Co-Chair, Professional Ethics & Academic Freedom Committee) confirmed that the Senate would initiate the FCC formation process when the Board of Trustees announces a presidential search.

A faculty member asked who the four additional members of the FCC are, listed on the table as separate from the school-elected representatives. Professor Houghtby-Haddon responded that, once each school has nominated its FCC members, the Faculty Senate Executive Committee nominates four additional members from the "diversity pool" (submitted by the schools) to ensure the diversity of the FCC before voting on the full FCC slate.

The President then asked whether any faculty members wished to offer amendments to the proposed changes to the *Faculty Organization Plan* (FOP). No amendments were offered to the resolution.

[Faculty Assembly Resolution 25/1](#) was approved by unanimous consent.

The meeting was adjourned at 4:57pm.

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# Faculty Assembly

2024





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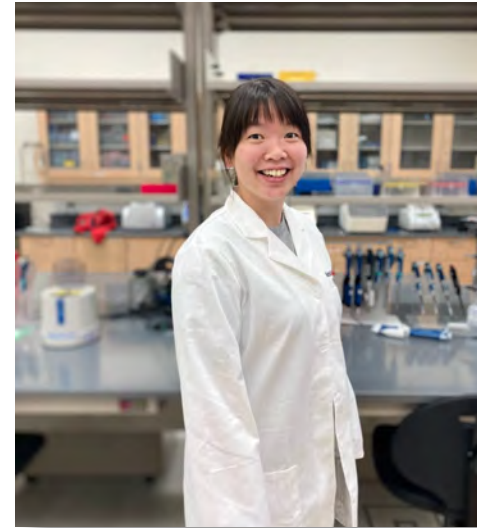
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# Columbian College of Arts & Sciences





**Clement Akpang**  
Assistant Professor  
Art History Program  
Corcoran School of the  
Arts & Design



**Ya-Chih (Jessica) Cheng**  
Assistant Professor  
Department of Forensic Sciences



**Jasmine Donkoh**  
Teaching Assistant Professor  
Department of Biological  
Sciences



**Tatiana Efremova**  
Assistant Professor  
Department of Romance,  
German, & Slavic Studies

Columbian College  
of Arts & Sciences

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**Eli Kintisch**  
Ted Turner Professor of  
Environmental Media  
School of Media and  
Public Affairs



**Douglas Lopez**  
Instructor of Spanish  
Department of Romance, German,  
& Slavic Studies



**Sushovan Majhi**  
Assistant Professor of Data  
Science  
Data Science Program



**Maja Milicevic**  
Instructor of French  
Department of Romance, German,  
& Slavic Studies

Columbian College  
of Arts & Sciences

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**Lauren Pincus**  
Assistant Professor  
Department of Chemistry



**Nidhi Singh Rathore**  
Assistant Professor of  
Design  
Corcoran School of the  
Arts & Design



**Akae Wright**  
Assistant Professor  
Women's, Gender, and Sexuality  
Studies Program  
Department of American Studies

Columbian College  
of Arts & Sciences

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GW SCHOOL OF  
MEDICINE & HEALTH SCIENCES

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BICENTENNIAL  
1824 ★★ 2024

# School of Medicine and Health Sciences

# New FT Regular Faculty (March 1-Oct 1)

## Anesthesiology & Critical Care Medicine

<b>Crystal Adams</b>	Assistant Professor
<b>Jevaghn Davis</b>	Instructor
<b>Tamanda Douglas</b>	Assistant Professor
<b>Ryan Haughey</b>	Assistant Professor
<b>Isabel Londono Marulanda</b>	Assistant Professor
<b>Gabriel Prada-Aguilera</b>	Instructor
<b>Andreas Taenzer</b>	Professor
<b>Brad Taicher</b>	Associate Professor
<b>Mishaal Talish</b>	Assistant Professor

## Emergency Medicine

<b>Ashleigh Omorogbe Umoren</b>	Instructor
<b>Joseph Pauly</b>	Assistant Professor
<b>Natasha Tobarran</b>	Assistant Professor
<b>Erica Valdovinos</b>	Assistant Professor

## Health, Human Function & Rehabilitation Sciences

<b>Ceddeth Richardson</b>	Assistant Professor
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## Medicine

<b>Shahzad Ahmad</b>	Assistant Professor
<b>Walaa Aldhahri</b>	Assistant Professor
<b>Prashanth Ashok Kumar</b>	Assistant Professor
<b>Rinky Bhatia</b>	Assistant Professor
<b>Osama El Shamy</b>	Assistant Professor
<b>Karen Fagan</b>	Professor
<b>Hemanth Gavini</b>	Associate Professor
<b>Christine Gordon</b>	Assistant Professor
<b>Zoe McKinnell</b>	Assistant Professor
<b>Meric Mericliler</b>	Assistant Professor
<b>Fatima Naqvi</b>	Assistant Professor
<b>Oleksandr Semeniuk</b>	Assistant Professor
<b>Daniel Seeger</b>	Assistant Professor
<b>Uni Wong</b>	Assistant Professor

## Microbiology, Immunology & Tropical Medicine

<b>Pedro Gazzinelli Guimaeres</b>	Assistant Professor
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## Neurology & Rehabilitation Medicine

<b>Sawsan Alabbad</b>	Assistant Professor
<b>Kelsey Christoffel</b>	Assistant Professor
<b>Alexandra Eid</b>	Assistant Professor
<b>Panagiotis Kassavetis</b>	Assistant Professor
<b>Mejdi Najjar</b>	Assistant Professor
<b>Elizabeth Pickup</b>	Instructor
<b>Benjamin Siegel</b>	Assistant Professor
<b>Catherine Stoodley</b>	Associate Professor
<b>Mrinmayee Takle</b>	Instructor



# New FT Regular Faculty (March 1-Oct 1)

## Obstetrics & Gynecology

**Jennifer Vaz** Assistant Professor

## Orthopaedic Surgery

**Jeffrey Peck** Assistant Professor

## Pathology

**Marc Rodriguez** Instructor  
**Sam Sirotnikov** Assistant Professor

## Radiology

**Stanley Fricke** Professor  
**Steve Hui** Assistant Professor

## Psychiatry & Behavioral Health

**Hanife Nur Akal** Assistant Professor  
**Emily Carlson** Assistant Professor  
**Laure Experton** Assistant Professor  
**Sivabalaji Kaliamurthy** Assistant Professor  
**Melissa Kelley** Instructor  
**Miryam Kiderman** Assistant Professor  
**Emma Larson** Assistant Professor  
**Xin Lyu** Assistant Professor  
**Sharde Pettis** Assistant Professor  
**Ari Romano-Verthelyi** Assistant Professor  
**Michael Sexton** Assistant Professor  
**Katherine Wisner** Professor

## Surgery

**Samantha Allen** Assistant Professor  
**Manan Desai** Assistant Professor  
**Sora Ely** Assistant Professor  
**Marian Khalili** Assistant Professor  
**Jacqueline Saito** Associate Professor  
**Pablo Serrano Rodriguez** Assistant Professor  
**Neelima Tummala** Assistant Professor  
**Zahid Vahora** Assistant Professor  
**Sean Wallace** Assistant Professor  
**Michael Williams** Associate Professor

## Urology

**Robert Dean** Assistant Professor

# New FT Regular Faculty (March 1-Oct 1)

## Pediatrics

<b>Mudrika Chhabra</b>	Instructor
<b>Nak Hyun Choi</b>	Assistant Professor
<b>Shawnese Clark</b>	Assistant Professor
<b>Cynthia Colson</b>	Assistant Professor
<b>Lexi Crawford</b>	Assistant Professor
<b>Najah El Bash</b>	Instructor
<b>Hani Fanous</b>	Instructor
<b>Neera Gupta</b>	Associate Professor
<b>Rachel Hatcliffe</b>	Instructor
<b>Elizabeth Hubbard</b>	Instructor
<b>Qadira Huff</b>	Assistant Professor
<b>Natalie Isaza</b>	Instructor
<b>Kristen Johnson</b>	Assistant Professor

## Pediatrics

<b>Hannah Kinoshita</b>	Assistant Professor
<b>Jennifer Klein</b>	Assistant Professor
<b>Mansi Kotwal</b>	Assistant Professor
<b>Nathan Kuppermann</b>	Professor
<b>Jason Lambert</b>	Instructor
<b>Matthew Lecuyer</b>	Assistant Professor
<b>Rachel Margolis</b>	Assistant Professor
<b>Kathy Mendieta</b>	Assistant Professor
<b>Andrew Meyer</b>	Instructor
<b>Leah Newcomer</b>	Instructor
<b>Taylor Olson</b>	Assistant Professor
<b>Lauretta Oseni</b>	Assistant Professor
<b>Jennifer Rathe</b>	Assistant Professor
<b>Sahar Romem</b>	Assistant Professor
<b>Joseph Shapiro</b>	Assistant Professor

## Pediatrics

<b>Sharon Shih</b>	Assistant Professor
<b>Jacob Smith</b>	Instructor
<b>Michelle Solomon</b>	Assistant Professor
<b>Elizabeth Taliaferro</b>	Instructor
<b>Anupam Verma</b>	Associate Professor
<b>Heather Walsh</b>	Assistant Professor
<b>Brant Ward</b>	Associate Professor
<b>Keisha Wolfe</b>	Instructor



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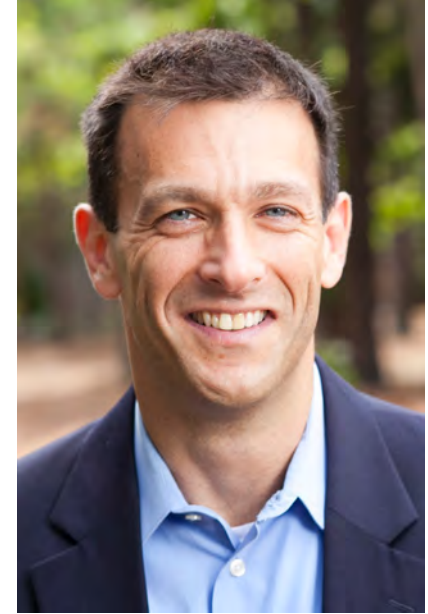
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# GW School of Law



**William Dodge**  
Lobinger Professor of  
Comparative and  
Jurisprudence Law

**Catlin Meade**  
Associate Professor  
Fundamentals of Lawyering



**Barak Richman**  
Alexander Hamilton Professor  
of Business Law

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# School of Engineering and Applied Science

# School of Engineering & Applied Science

THE GEORGE WASHINGTON UNIVERSITY



**Amir Barakati**

Teaching Associate  
Professor  
Mechanical &  
Aerospace Engineering



**J.P. Blackford**

Associate Professor of  
Engineering &  
Applied Science  
SEAS Online Programs



**Alyssa DeSimone**

Assistant Professor  
Civil & Environmental  
Engineering



**Shi Feng**

Assistant Professor  
Computer Science



# School of Engineering & Applied Science

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**Hasan Mehrjerdi**

Associate Professor  
of Practice  
Electrical & Computer  
Engineering



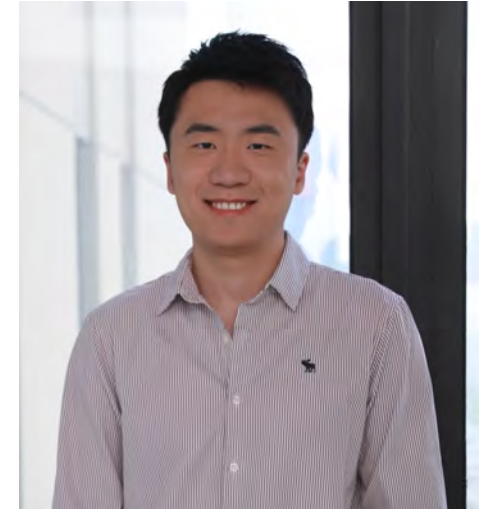
**Azar Panah**

Associate Professor  
Mechanical &  
Aerospace Engineering



**Punit Prakash**

Alisann & Terry Collins  
Professor of  
Biomedical Engineering



**Jie Zhou**

Assistant Professor  
Computer Science

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# Elliott School of International Affairs



**Nicholas Anderson**  
Assistant Professor of  
Political Science  
and International Affairs



**Chantal de Jonge Oudraat**  
John O. Rankin Professor of  
Practice of International Affairs  
and Program Director of the  
Masters of Arts in International Affairs



**Renata Giannini**  
Associate Professor of Practice  
of International Affairs and  
Assistant Dean for Executive  
Education and Special Initiatives

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# Graduate School of Education and Human Development





**Dr. Samantha Long**  
Clinical Assistant Professor of Counseling  
and Human Development

# School of Business



**Meredith Geisler**  
Teaching Instructor of  
Management  
Department of Management



**Anju Wadhwa**  
Teaching Instructor of Information Systems  
and Technology Management  
Department of Information Systems and  
Technology Management

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# Milken Institute School of Public Health



# Milken Institute School of Public Health

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**Kelvin Fong, D.Sc.**  
Assistant Professor of  
Environmental and  
Occupational Health



**Tim Holtz, M.D., M.P.H.**  
Professor of Global Health  
Director, Sumner M. Redstone  
Global Center for  
Prevention and Wellness



**Gaige Kerr, Ph.D.**  
Assistant Research Professor  
Environmental and  
Occupational Health



**Carmen Ortega-Santos, Ph.D.**  
Assistant Professor of Exercise  
and Nutrition Sciences

# College of Professional Studies



**Lesley Lopez**

Assistant Professor  
Program Director, Public Relations and  
Communications

# School of Nursing





**Julia Aurora Clarke,**  
**DNP, MSN, RN, CNS**  
Assistant Professor



**Christine Marie Thomas,**  
**Ph.D., RN, CHSE-A**  
Clinical Associate Professor

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# Alliance for a Sustainable Future & GWIPP



**Angela Melidosian**  
Assistant Professor of  
Sustainability  
Academic Sustainability  
Programs



**Thomas Weko**  
Research Professor  
George Washington Institute of Public Policy

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**Fall Faculty Assembly**  
**October 30, 2024**  
**President Granberg's Report**

Hello and good afternoon, everyone! It's such a pleasure to join you for this year's Faculty Assembly.

I want to give a special welcome to all our new faculty members joining us for the first time. It was a pleasure to spend time with you at orientation, and I hope your academic year is off to a great start.

This has been an exciting semester for our community, and I want to start today by sharing some highlights from the last few weeks.

Over the weekend, I was in California for a series of donor and alumni meetings. For me, the highlight of the trip was a salon dinner that brought together alumni and donors in Los Angeles with Dean Wahlbeck and several leaders from GW's Development and Alumni Relations. The evening's discussions included a great conversation with Lauren Onkey, Director of GW's Corcoran School of the Arts & Design and Professor of Music.

Lauren detailed the Corcoran's recently launched partnership with the National Gallery, a collaboration that is creating unprecedented opportunities for our students and faculty to engage in interdisciplinary work alongside the nation's foremost experts. This was a great example for our LA community of the incredible research and education you all make possible at this university.

This dinner marked the first in a series of similar engagements we're planning across the country to highlight our faculty, GW's research and education, and our new Strategic Framework. I look forward to sharing more about these events as they take shape.

As part of a broader campus engagement plan, I am also embarking on a series of classroom visits to get a sense of the GW student experience. I began with Frank Sesno's course on Sustainability Reporting. During my visit, students pitched Frank and me news stories about sustainability on campus, and we heard from Artealia (*Are-TEA-lee-ya*) Gilliard from the Ford Motor Company about the intersection of sustainability, electric vehicles, and communication.

It's the first time I've personally visited a class while in session, and I thoroughly enjoyed the opportunity to engage with our students in this context. Over the course of this semester, I'll visit two or three additional classes with plans to add more in Spring.

I also recently had the honor of attending the installation ceremony for Dr. Daniel Carrero as the inaugural Seymour and Ruth Perlin Professor of Psychiatry and Behavioral Health.

This endowed professorship, which honors the long legacy of Professor Emeritus Seymour Perlin, is a wonderful example of how endowed positions help us attract and retain world-class faculty while advancing our academic mission. It is clear that Dr. Carrero shares Dr. Perlin's passion for training the next generation of leaders in medical research, practice, and education, and it is a privilege to have him take on this position.

And speaking of world-class faculty and education, it was a pleasure to join our community in celebrating the 50th anniversary of the GW Museum Education Program. This milestone event highlighted the program's remarkable impact on museums worldwide through its pragmatic yet ambitious curriculum. Our faculty's dedication to blending theory and practice has produced generations of museum leaders, from pioneering educators to directors of world-class institutions.

It was so inspiring to see how this program continues to revolutionize museum education and shape the future of the field, and I want to congratulate everyone on 50 amazing years at GW.

Next, I want to take a moment to congratulate GW Law Dean Dayna Matthew and Dr. Monika Kumari Goyal (*GO-Yulb*), professor of pediatrics and emergency medicine at GW, on their recent elections to the National Academy of Medicine. For those who don't know, this is one of the highest honors in health and medicine. It is a testament to Dean Matthew and Dr. Goyal's dedication to addressing critical societal issues and improving lives and communities through their work. We are fortunate and proud to have them at GW.

I also recently attended two informative conferences I wanted to tell you about.

First, I joined the National Association of Independent Colleges and Universities' Fall Leadership Conference. There was significant discussion about last year's FAFSA issues and the plans for a smoother rollout this year.

I also joined our fellow AAU members here in DC for the Annual AAU Fall Membership meeting. The meeting included briefings from the Director of the National Science Foundation and the White House Office of Science and Technology Policy., as well as a fascinating discussion on media perspectives on higher education with Alan Blinder from the New York Times and Doug Lederman from Inside Higher Ed.

Next, I want to provide you with some important updates on university leadership. As you may know, James Tate recently resigned as GW's Chief of Police, and Captain Ian Greenlee was named acting chief of the GW Police Department. Acting Chief Greenlee joined GW in 2023 and brings extensive experience in campus policing, having served 17 years at American University.

Much of his career has focused on developing positive relationships within campus communities while supervising and mentoring officers. In his various roles, he has overseen shift operations, coordinated crime prevention efforts and police response to special events, and served as a liaison to the DC Metropolitan Police Department.

We plan to launch a national search for a permanent police chief in the coming months. In the meantime, Vice President Baxter Goodly has been spending a lot of time with GWPDP, listening to concerns and discussing the process, and he reports that morale is good.

The university has selected a firm to undertake a comprehensive review of actions taken to ensure safety and compliance during the GWPDP arming process, review questions regarding the GWPDP that have recently been raised, and conduct a review of existing training protocols. The firm has already begun its work, but at this point, it is too early to say when the review will be completed.

This month, we also announced the appointment of Bill Elliott as the permanent CEO of the GW Medical Faculty Associates and the Senior Associate Administrative Dean for Clinical Affairs. This new position strategically bridges our clinical mission with the education, research, and population health missions of our academic medical enterprise.

Since joining us in May, Bill has made significant progress in identifying and addressing our most pressing operational challenges.

I am confident that under his continued leadership, the organization will not only reach its immediate goals but also realize its long-term vision.

I also want to take this opportunity to acknowledge Dean Lynn Goldman's decision to step down as Dean of the Milken Institute School of Public Health and thank her for over a decade of incredible service to GW.

During her tenure, GW's School of Public Health has become a premier destination for public health education and an influential voice in global health policy. Lynn's commitment to advancing public health and preparing the next generation of health leaders has left an indelible mark on GW, and I am grateful she will continue her important work as a faculty member. Thank you, Dean Goldman.

Finally, I want to share some exciting news and updates regarding university initiatives.

I am pleased to announce that the GW graduate RevUp brand campaign has relaunched with a takeover of the Foggy Bottom Metro station.

This campaign includes ads across the Foggy Bottom station and on digital platforms, including Google, Bing, Facebook, and Instagram. In the coming weeks, the campaign will extend to audio and video ad units, including 30 and 15-second spots on video and audio streaming services.

You may recall that we launched the first iteration of the RevUp campaign in the fall of last year. That campaign showed encouraging results, especially given the competition in the market and our level of investment. It delivered over 35 million impressions across the out-of-home and digital tactics and a measurable increase in engagement with our graduate school websites and the campaign landing page.

The team's efforts on the campaign resulted in a 9% increase in DMV graduate applications and a 5% increase in DMV new student graduate enrollments. While this campaign was aimed at graduate programs, it also supported a 26% increase in undergraduate enrollment from the DMV. I look forward to sharing the results of the new campaign as it gets underway.

Next, I am excited to announce a new program being developed by the Office of the President in partnership with GW's Center for Career Services.

The Humanitarian Internship Pilot Program, or HIPP (*Hip*), is designed to harness our students' energy, dedication, and expertise to tackle pressing global challenges.

The initiative seeks to create impactful solutions and support efforts that address urgent global and local humanitarian needs across numerous issues and contexts.

The program will partner with national and international humanitarian support organizations to place undergraduate and graduate students from GW into internships that address a wide range of humanitarian needs, covering an array of skills and roles.

A call for applications will be released in early 2025, and the inaugural cohort of HIPP interns will be selected for the Summer 2025 session.

Student selection and placements will be determined through a matching process overseen by a selection committee of GW staff and faculty, ensuring that both students and organizations find the best fit for their skills and needs.

Kelley Bishop has already sent several invitations to faculty to join the committee, but if anyone here is interested in participating, please let him or me know. Program development is still underway, and I look forward to sharing more information soon.

Before I conclude, I wanted to take a moment to thank all of our faculty members who have joined the Strategic Framework Innovation and Steering committees. Both committees have now met, and it seems we are off to a great start. Provost Bracey will give you a full update on the process in a moment.

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



**Faculty Assembly**  
**Provost Bracey Report**  
**Wednesday, October 30, 2024**

Good afternoon, everyone. I am pleased to be here and to provide an update on the Academic Enterprise at the George Washington University.

Leadership Updates

I would like to begin with a few leadership announcements.

- **Bob Miller**, vice dean for research and academic affairs with the School of Medicine and Health Sciences, is serving as the interim vice provost for research. You may recall that Bob previously served as vice president for research, and I am enormously grateful for the depth of his expertise.
- **Karen Froslid-Jones** has been named associate provost for academic planning and assessment. She joins us from American University and has over 25 years of experience in this field. We are very lucky to have her on board, particularly as the university prepares for the forthcoming Middle States re-accreditation process.
- **Vanice Antrum** is our new director of the Multicultural Student Services Center, joining us from Salisbury University. She has experience in diversity and inclusion, student activities and leadership, residential education, and more. Her broad experience will benefit the MSSC, and I am very pleased that we have enhanced support for this crucial unit in our community.
- **Stacy Dean** is our new Carbonell Family Executive Director of the Global Food Institute. She is an expert in food policy and nutrition with more than 30 years of experience in the government and non-profit sectors. She joins us from the USDA Food, Nutrition and Consumer Services, where she served as Deputy Under Secretary.
- Regarding the **School of Business dean search**, we have just completed the first round of candidate interviews, which was being conducted by the school search committee. We have identified a number of candidates to invite for “campus interviews,” from which the set of finalists will be selected. I look forward to the continuation of this process and meeting candidates in the coming weeks.
- We are also moving forward with the **search for a new vice provost for diversity, equity and community engagement**. We have engaged a search firm and are in the process of developing the position description. We will share more information as it is available.
- Finally, as President Granberg mentioned, **Lynn Goldman**, the Michael and Lori Milken Dean of Public Health for the Milken Institute School of Public Health, will end her term as dean on June 30 of next year. Her accomplishments are many and I am extremely grateful for all she has done to advance public health education and research and GW’s reputation. We will share information about launching the search for a new dean as it is available.



## Strategic Framework

As President Granberg mentioned, we are excited to embark on this Strategic Framework process. The full details are available online at [strategicframework.gwu.edu](http://strategicframework.gwu.edu). Put briefly, based on the future-focused conversations with the community this past spring, we organized areas of opportunity and innovation around four themes:

- Advancing Impactful Knowledge Production Through Interdisciplinary Excellence,
- Reimagining Skill Development for the Future,
- Redefining Authentic Leadership for Modern Challenges, and
- Turning Ideas Into Action as a Premier Global Convener.

Two committees are driving community engagement and the development of the strategic framework in three phases: the Research and Work Phase, the Conversation Phase, and the Deliverable Phase.

In the Research and Work Phase, the Innovation Committee that is actively meeting to discuss research, conduct environmental scans, and consider questions in the context of the four thematic areas. During the Conversation Phase, the committee will collect input from the GW community through a variety of means, including written ideas and town halls. We will soon be opening an idea submission form, as well as announcing town halls, so stay tuned.

Ultimately, the committee will produce a draft report that provides an analysis of its research and suggests recommendations based on GW's strengths and opportunities in the thematic areas.

In the Deliverable Phase this spring, based on the Innovation Committee's draft report, the Steering Committee will solicit from the community more detailed proposals and then distill the Innovation Committee's recommendations into a final framework to be submitted to the Board of Trustees for review and approval. Implementation of aspects of the framework will begin following this approval.

Committee membership is posted on the Strategic Framework website. There is a feedback form available on the site as just one way for members of the community to share their thoughts throughout this process. We look forward to engaging with the community this academic year as we plan for GW's future.

## US News Ranking

Hopefully you saw the news that GW rose four spots in the rankings this year, to No. 63. This upward trajectory puts us in a tie at a higher level with excellent institutions like Brandeis and Tulane. We are working with the Office of Institutional Research to unpack the data, but this is an exciting development and a testament to our efforts to continue to advance the academic enterprise, especially paired with other impressive rankings, such as being in the top 100 for Best Colleges for Veterans and Best Value Schools. Rankings are not the be all-end all as we consider academic excellence, but they are an important indicator.

## Enrollment

Other indicators of our success as an institution are our enrollment and the quality of our incoming class. As always, we continue to be guided by the enrollment principles of quality, diversity, and affordability. I am pleased to report good news.

This fall, we welcomed 2,720 first-year and transfer students into our residential undergraduate community. Our first-year class profile demonstrates impressive quality and diversity markers on par with other recent classes.

On opening day, our total student registrations stood at 24,689. This is just two fewer registrations than last fall, demonstrating our continued stability and attractiveness. Our student body remains a global enterprise, with students coming from all 50 U.S. states and over 130 countries. Also, just over 92% of last year's class has returned to campus, placing it among our top five all-time retention rates.

Vice Provost for Enrollment and Student Success Jay Goff will speak more on all of these points at the December Faculty Senate meeting during his annual Enrollment Dashboard Report.

### Faculty Working Groups

In September, we shared the final reports from the summer's faculty-led working groups and provided information about which recommendations we would advance this semester and in the longer term. These recommendations included embracing a "free speech within a shared community" vision and beginning to consider the development of a comprehensive free speech framework, and committing funding to support undergraduate course development around the topic of "engaging free speech within a shared community" and humanitarianism if the course is supported by department chairs and deans.

Another recommendation was to promote lectures, and in October we held the very well-attended and illuminating Professor Tessler lecture entitled "Overview of the Israeli-Palestinian Conflict: Critical Junctures, Past and Present." I would like to thank the Lecture Series working group for kicking us off with this very successful event.

I am very grateful to the faculty members who participated in this working groups over the summer and I look forward to partnering with the community to continue advancing these recommendations.

### Diversity, Equity and Inclusion Action Plan

We have also released the university's diversity, equity and inclusion action plan, completed after several years of hard work by the Diversity Program Review Team. A number of the recommended actions put forth by the Diversity Program Review Team are already underway by the university, which makes it clear that we are on the right track to continue building a more diverse, equitable and inclusive scholarly community. I look forward to partnering with the community to further advance this work.

### Research Enterprise

The research enterprise continues to be enhanced by the many successes and external recognition of our distinguished faculty and the development of new opportunities across a variety of areas.

I am, of course, referring to recognition like the National Academy of Medicine honors for Dean Dayna Matthew and Dr. Monika Kumari Goyal. Another recent example is Adnan Hyder, senior associate dean for research and innovation and a professor of global health at the Milken Institute School of Public Health, who was named co-chair of the Lancet Commission on Global Gun Violence and Health. The new commission gathers over a dozen public health leaders from five continents and a variety of disciplines to explore the causes and consequences of gun violence worldwide.

In broader enterprise areas, we are pushing the frontiers of knowledge and training the next generation of future leaders. A key example is the exciting AI research occurring across STEM, law, the social sciences and humanities. Our central provost office institutes, which are the Global Food Institute, the Alliance for a Sustainable Future, and the Equity Institute, are also accelerating their work. For example, Carbonell Family Executive Director Stacy Dean represented the Global Food Institute at this year's New York Climate Week; Alliance executive director Frank Sesno hosted the inaugural Sustainable Future Fellow, Artealia Gilliard, in an exciting salon conversation; and just this past weekend, Wendy Ellis, director of the Equity Institute, co-hosted a session at the American Public Health Association Annual Meeting.

We continue to emphasize international collaborations in academics and research, and we also are seeking to expand our research and academic opportunities by developing industry and corporate partnerships. For the latest in research news, keep an eye out for the new edition of the GW Research Magazine, which will be hitting mailboxes in November.

A reminder to faculty that intramural funding programs are available for faculty to apply for GW funds to pilot new projects, cross-disciplinary collaborations, and projects in the humanities. These programs include the University Facilitating Fund and the Cross-Disciplinary Research Fund. Visit the Office of the Vice Provost for Research website for information on these opportunities.

### Budget Model

Some of you may be aware that we have commenced a new budget model process. It includes a comprehensive look at our current model approach in order to establish a model that is aligned with our academic aspirations and forthcoming strategic framework and also flexible enough to adapt to changing conditions. We have engaged Grant Thornton to partner with university leadership and provide guidance on best practices throughout this process.

The new budget model will require many points of engagement and review with the Board of Trustees, deans, finance directors, central administrative services, faculty, and more. Initial meetings began over the summer and will continue into the coming months. A Faculty Advisory Group led by Susan Kulp and Joe Cordes is providing feedback on the current and future model concepts.

### Graduate Assistant Unionization

Finally, you are likely aware that the Service Employees International Union (SEIU) filed a petition with the National Labor Relations Board on Monday, October 7, seeking to represent doctoral and masters students at GW who are currently serving as graduate teaching, research, or instructional assistants (graduate assistants).

The university will follow the processes set forth by the NLRB, including its election procedures, which allow eligible voters to make their choice about union representation via a democratic and secret ballot election overseen by the NLRB. The election has been scheduled for November 12 and 13, and a Notice of Election has been distributed to eligible voters.

To help our faculty who may interact with graduate assistants understand their legal obligations, as well as the rights of our graduate assistants, we have distributed guidance regarding permitted interactions with graduate assistants. Our hope is that this guidance will allow both our faculty and graduate assistants to communicate about this topic within the legal bounds.

A union representation election is determined by the majority of those who vote, not by the majority of those eligible to vote, so we ask that you encourage eligible graduate assistants to vote and make their voice heard.

### Conclusion

I would like to end by saying that our faculty, through excellent teaching and impactful research, are the key to the George Washington University's continued success, and I am grateful for all you have done and will continue to do to advance our academic mission.

This concludes my report, and I am happy to take questions.



## Faculty Senate

**Report on Faculty Senate Activities**  
**Professor Ilana Feldman (Chair, Faculty Senate Executive Committee)**  
**October 30, 2024**

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

The Faculty Senate has been busy since the last regular Faculty Assembly in November 2023. Over the course of the past year, the Senate heard updates and engaged in discussion on many key topics, including the Medical Faculty Associates and the role of the Faculty Senate Executive Committee (FSEC), as well as annual reports on enrollment, university finances, research, the salary equity review, the Core Indicators of Academic Excellence, and a new annual report on campus facilities.

A series of Resolutions were also adopted:

- 24/6: To Implement a Faculty Consultative Committee in Presidential Searches
- 24/7: On the Impact of the Medical Faculty Associates Debt on Strategic Planning, Education, and Financial Aid at the George Washington University
- 24/8: To Approve Temporary Changes to the Code of Academic Integrity
- 24/9: Reconfirming the GW Faculty Senate's Commitment to the Principles of Academic Freedom and Shared Governance
- 25/1: To Correct *Faculty Code* Language Referenced in Senate Resolution 24/6
- 25/2: On Process for Policy Revisions

Detailed meeting minutes, as well as all resolutions and reports to the Senate, are available on the [Senate website](#). I encourage all faculty to look at these materials to keep abreast of the work of the Senate.

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

In accordance with the recommendations included in the Statement of Principles and Recommended Mechanisms to Strengthen Shared Governance at the George Washington University that was approved by the Board at its May 2022 meeting, FSEC has been meeting with the Board's Executive Committee on a regular basis. These discussions have been collegial and productive. Reports from these meetings are posted to the Senate website to keep faculty informed about the conversations.

The Faculty Senate has remained deeply concerned with supporting academic freedom and freedom of political expression on campus. The Senate created a portal—housed on the Senate website—to enable faculty to report any constraints they face in exercising their academic freedom. Reports can be submitted either anonymously or with names, the latter important if faculty members seek



resources or guidance about how to deal with their concerns. The Senate has also had extensive conversations with members of the administration about the university's response to students' political protest over the past year, raising concerns about both disciplinary procedures and security responses.

In closing, we anticipate this year will involve robust faculty involvement in the development of the university's strategic framework. We also look forward to partnering with the administration on other key issues, including revisions to the university's budget model. As ever, I encourage all faculty to become involved in the work of the Senate, either by serving on the Senate or one of its standing committees. Senate committees engage on myriad issues of critical importance to the entire university community, and the expertise and perspective GW faculty bring to this work helps shape GW into a strong and vital institution.



**Faculty Assembly Resolution 25/1 Introduction**  
**Ilana Feldman, Chair, Faculty Senate Executive Committee**

Faculty Assembly Resolution 25/1 comes to the Assembly today as a result of work by the Senate committee on Professional Ethics and Academic Freedom (PEAF) last year. The committee worked to codify the previously separate procedures for establishing a full Faculty Consultative Committee (FCC) for presidential searches into one defined process in the *Faculty Organization Plan* (FOP). The committee’s recommendation came before the Senate as Resolution 24/6 and was adopted by the Senate in April 2024. The next step in the process is for this amendment to be considered by the Assembly. Article 4 of the FOP sets the threshold for amending the articles of the FOP at either two-thirds of those voting, or a majority of the voting members of the Assembly, whichever is the lesser.

If the Assembly approves this amendment, it will be forwarded to the Board of Trustees for approval at their next meeting, at which point the amendment will be in effect.

The resolution, posted with the Faculty Assembly agenda, includes Senate Resolution 24/6 as well as a redline of the relevant portion of the FOP showing the change offered for approval today. Note that Senate Resolution 24/6 also includes a proposed amendment to the *Faculty Code*. This and any other *Code* amendments considered by the Senate will be held aside for a full *Code* review, regularly undertaken jointly by the Senate and the administration and also brought to the Assembly prior to Board approval.

Briefly, Senate Resolution 24/6 proposed creating a new Article IV in the FOP, entitled “The Faculty Consultative Committee.” This Article takes processes from Faculty Assembly Resolutions 86/1 (which established procedures for faculty participation in presidential searches and directed each of the Schools then in existence to elect a member-designate for confirmation by the Faculty Assembly to serve on the FCC) and 17/2 (which modified the selection procedures with the goal of broadening the diversity and representativeness of the FCC) and codifies them in the FOP, formalizing the process that has been utilized for the last two presidential searches.

While the Senate very much hopes that an FCC will not be needed for many years to come, it felt that the best course of action would be to codify these practices well before that need arises. I hereby move consideration and adoption of Faculty Assembly Resolution 25/1.