



Faculty Senate

**MINUTES OF THE REGULAR SENATE MEETING
HELD ON NOVEMBER 8, 2024
HYBRID: 1957 E STREET/STATE ROOM & ZOOM**

Present: President Granberg; Provost Bracey; Executive Committee Chair Feldman; Parliamentarian Binder; Registrar Cloud; Senate Office Staff Liz Carlson and Jenna Chaojareon; Deans Ayres, Bass, Feuer, Goldman, Henry, Kelly-Weeder, Lach, Riddle, and Wahlbeck; Interim Dean Perry; Professors Akman, Badie, Borum, Briggs, Brinkerhoff, Callier, Cheh, Core, Cseh, Eakle, El-Ghazawi, Engel, Gore, Hernandez, Kargaltsev, Kay, Kieff, Kulp, Lu, Marvar, Morant, Mylonas, Orti, Parsons, Rain, Scheck-Ward, Sarkar, Schultheiss, Tielsch, Wagner, Warren, Warshaw, White, Wilson, Wirtz, and Zeman.

Absent: Dean Matthew; Professors Bamford, Belenky, Schwindt, Trangsrud, and Vyas.

CALL TO ORDER

The meeting was called to order at 2:08p.m.

APPROVAL OF THE MINUTES

The minutes of the October 4, 2024, Faculty Senate meeting were approved by unanimous consent.

REPORT: GW & MFA FY24 FINANCIAL RESULTS (Bruno Fernandes, Executive Vice President, Chief Financial Officer and Treasurer)

In recognition of the sensitivity of the material to be presented, Professor Wirtz moved that:

1. the Senate go into to Executive Session to receive the CFO's report;
2. minutes be kept and maintained at the detailed level of specificity of previous Executive Sessions;
3. the following individuals be invited to attend (with no intended ordering implication): President Granberg, Chief of Staff Mory, Vice President Post, Provost Bracey, General Counsel Barber, CFO Fernandes, Vice President Moran, CEO of the MFA Bill Elliott, all deans, Parliamentarian Binder, Vice Provost Murphy, Registrar Cloud, Senate Office staff Carlson and Chaojareon; and
4. time in Executive Session be limited to approximately 45 minutes, after which the Senate will return to regular session.

The motion was seconded and was adopted by unanimous consent; the Senate met in executive session from 2:12pm until 3:26pm.

PRESIDENT'S REPORT (Ellen Granberg, President)

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

BRIEF STATEMENTS & QUESTIONS/PRESIDENT'S REPORT

Professor Wagner asked how organizations are being selected for the Humanitarian Internship Pilot Program the President referenced in her report. President Granberg responded that her office welcomes nominations for organizations to include. She added that the Presidential Administrative Fellow in her office this year worked in the Nashman Center as an undergraduate and brought that experience to compiling the first set of organizations.

Professor Orti asked if there is a timeline for an update on the independent investigation looking into allegations around the process of arming the GW Police Department. The President responded that investigators are on campus and engaging in interviews now. She noted that the scope of the investigation has widened a bit; she anticipated receiving a final report in late 2024 or early 2025 and sharing a public report in the spring semester.

Professor Brinkerhoff expressed concerns around the incoming US Presidential administration and the recruitment and retention of international students. GW may see a drop-off in the number of accepted students actually attending because of concerns about being in the US, especially those oriented toward public service, a key part of GW's identity. She asked what kind of messaging is being prepared to encourage these students to come to GW. The President recalled actions during the first Trump administration that made it impossible for some students to return to campus. Nationally, university messaging at that time was extremely clear about those students being welcome on campus; this messaging took different forms at different institutions. She affirmed that ensuring that all of GW's communities know that the university wants them to be on campus and that nothing about who's in the White House changes that will be a part of GW's response.

Vice Provost Goff added that, while it is too early to know what changes will happen, GW is prepared to respond in a variety of ways. His office will be working to ensure that the university's responses are personalized and relevant to individual situations. In addition, there are many individuals on campus with knowledge of how to handle myriad situations, and there is a committee to coordinate help for affected students. Finally, an enhanced communication systems is in place to provide more flexibility for GW to pinpoint specific messaging for students. The approach at the moment is to be prepared.

Professor Mylonas asked whether any discussions are taking place about whether the GWPD arming decision was a good one, given that it was not made based on scientific evidence or encouragement from the DC government. The President responded that this question is not part of the current investigation and that she is not aware of any conversations within the Board of Trustees along these lines; everyone is awaiting the results of the investigation. She added that the evidence a board uses to make decisions isn't necessarily the same as what a scholar might use.

Professor Wirtz raised an issue with the current levels of campus safety, asking who would be in charge if the campus were to experience an active shooter situation. President Granberg responded that there are protocols in place for this and asked Vice President Baxter Goodly to respond more specifically. Mr. Goodly responded that, in the event of an active shooter on campus, GWPD will respond immediately, and MPD will assume control upon their arrival. Professor Wirtz asked whether every member of GWPD and MPD understands this to be the process; Mr. Goodly responded in the affirmative.

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

Professor Tielsch, referencing the upcoming conclusion of the Board leadership terms, asked if there is any information about new Board leadership. President Granberg responded that there are a lot of conversations happening and that she has been asked to provide feedback on different leadership models. She anticipated that a decision would be made fairly soon and stated that information will be shared as soon as possible.

REPORT: EDUCATIONAL POLICY & TECHNOLOGY COMMITTEE UPDATE (Sarah Wagner, Co-Chair)

The [Educational Policy & Technology \(EPT\) committee's update](#), including its [memo to the Strategic Framework Innovation and Steering Committees](#), was posted with the agenda for this meeting.

Professor Wagner briefly reviewed the advance materials on the Blackboard Ally tool and noted that there is a sense in EPT that faculty can do better with regard to using Ally. In the Spring 2025 semester, an opt-out pilot initiative will be implemented to allow time for gathering data about usage and effectiveness of the tool. Dean Henry noted that some faculty are already using Ally in their courses, which motivated a student to come to EPT and ask that all faculty use it. Ally is not intended to replace Disability Support Services in any way. Ally helps faculty make their posted content accessible by providing audio or e-reader versions of files and by scoring uploaded files for accessibility, allowing faculty to make improvements to those files and help ensure broader accessibility for students. In addition to scoring accessibility, the tool provides guidelines on how to make files more accessible (e.g., text contrast, alt text). She noted that faculty using Ally have reviewed it favorably; it is easy to turn off and will be enabled for all courses for the pilot period.

Professor Schultheiss asked where Ally can be found on Blackboard, noting that it was not intuitive when she looked for it. Professor Wagner agreed, noting that she had to search for it as well. The committee's plan is to send instructions to faculty prior to winter break. Dean Henry added that there are workshops available as well as information on the Instructional Technology Lab website.

Professor Wagner then referenced the EPT memo to the Strategic Framework Innovation and Steering Committees. This memo is the committee's fulsome, strong message to say that, as the university is in this conversation stage of the strategic framework process, it is important to treat graduation rate goals as not merely something tacked on later with the hope that it might be compatible with the strategic framing, but rather as something that is built into an evaluation of what might be a brilliant idea that's going to advance our excellence.

EPT's Strategic Planning Subcommittee, in line with the charge from FSEC, spent considerable time and attention on the development phase of the strategic framework process. She recognized the subcommittee leadership—Professors Cohen-Cole and Grynawski—who worked to see whether there are ideas coming out of EPT that everyone would get behind. The committee found that this was a more complicated conversation. However, the goals outlined in the memo were ones that EPT felt, regardless of school affiliation, reflected the values and the interests of GW's educational mission. Professor Wagner then reviewed the goals outlined in the memo, inviting Mr. Goff to speak to why these recommendations are a foundational part of the university's strategic planning efforts.

Mr. Goff noted that, in 2020-2021, during the pandemic, he and the Enrollment and Student Success division leadership team worked with EPT and the Senate through the future enrollment planning task force. The task force's work resulted in a preferred student profile in terms of strategic targets (e.g., the number of new students, academic quality, geographic reach). An update on the Fall 2024 total enrollment and new student class profile will be presented at the December Senate meeting. In discussions about the new strategic plan, the question becomes how to go from really good to great, and what a 3-5% increase in the graduation rate would require. This proposal (a 90% 6-year graduation rate) takes the current five-year enrollment plan (which expires in 2028) and extends its targets out another five years in terms of setting the next or a larger goal. This longer-term planning approach gives the university an opportunity to address the impact of the pandemic (on our current students' graduation rates) and think about what it wants the student experience to be—how the university can better define the future “Only at GW” experience on a personalized level for its students. This could help the university better ensure that they achieve the learning objectives and core experiences that can set them up for a very bright future. It also helps the university better ensure that our students are achieving their personal goals.

Professor Hernandez asked what GW's current graduation rate is; Professor Wagner responded that it is 85%. Mr. Goff affirmed that a 5% increase to achieve the goal of 90% is a large and significant lift, but an aspirational goal. Dean Goldman noted that having this goal is great but that strategies to achieve it are necessary; faculty input is required to help determine the path to this goal. Professor Wagner noted that there are already efforts addressing this that are proactive and helpful. She emphasized a point in the memo that invites consideration of how well-known levers for enhancing graduation and retention rates could include meeting students' demonstrated financial need, improving students' first year experience, and re-envisioning and strengthening special programs such as university honors. The committee asks that those bigger ideas are plugged into or have an eye toward the demonstrable goal of success as the national and international level.

Professor Warren agreed that this is a good goal, adding that there is research on why students leave. It would be helpful to look at what is working at schools with higher graduation rates to see what might be replicated at GW. This goal is not an arbitrary metric but rather goes to the core of the university. Professor Sarkar noted that he spoke with Dean of Students Colette Coleman about what students' primary concerns are and that he was surprised to learn that mental health is the top concern. Most faculty like have no idea how to handle this except to be aware of it. Professor Sarkar also relayed his experience with incoming engineering students having wide variations in their high school math preparation. He wondered how remediation might be undertaken without diluting the university's standards.

Professor Wagner responded that EPT has sought to address and get input on both of those issues. At their last meeting, Dr. Laurel Finkelstein, the director of Counseling and Psychological Services (CAPS), spoke with the committee about the stressors she is seeing, both at GW and nationally. Professor Wagner also noted that she was very happy to hear that there have been major hires at CAPS now filling the ranks, which

is an enormous improvement and something EPT has been requesting for some time. Finally, she noted, EPT is not alone in studying retention; its Student Success and Retention Subcommittee also works with an administrative committee focused on this issue.

REPORT: SALARY EQUITY REVIEW REPORT (Rumana Riffat, Vice Provost for Faculty Affairs)

Dr. Riffat's [salary equity review report](#) was posted with the agenda for this meeting. She provided a brief overview of the report, noting that the ad hoc faculty salary equity committee was re-instituted at the beginning of summer 2024 and is reviewing the current methodology to see what changes might be warranted for the next review cycle. She then turned to questions from the Senate.

Professor Schultheiss asked about the rationale for adjustments that were not defined as outliers in the analysis. Dr. Riffat responded that the model only considers the rank and the years in rank but not performance. That feedback on performance, coming from the department chair up to the dean, is then brought to the Vice Provost for faculty affairs for review and consideration for adjustments. These additional adjustments are based on performance and fall outside the purview of the model analyses.

Professor Warren asked why the College of Professional Studies (CPS) is excluded from this review. Dr. Riffat responded that CPS has mainly part-time faculty or adjunct faculty. The salary equity review model includes all regular full-time active faculty, and adjunct faculty are not included in that analysis.

INTRODUCTION OF RESOLUTIONS TO BE REFERRED TO COMMITTEE

None.

GENERAL BUSINESS

- I. Nominations for membership to Senate Standing Committees
The [attached committee nominations](#) were approved by unanimous consent.
- II. Senate Standing Committee Reports
 - No new standing committee reports have been filed with the Senate office since the last meeting. Committee chairs are reminded that interim reports should be submitted to the Senate office at the beginning of December.

BRIEF STATEMENTS AND QUESTIONS

President Granberg noted that, in her report, she neglected to recognize Dean Lynn Goldman on her announcement that she would be completing her dean's term. Dean Goldman will remain a member of the faculty; President Granberg extended her congratulations.

ADJOURNMENT

The meeting was adjourned at 4:36pm.

Faculty Senate Meeting
November 08, 2024
President Granberg's Report

It's only been a week since Provost Bracey and I both gave fairly robust updates at the Faculty Assembly, and I know we have several important reports from Bruno, Rumana, and the EPT committee on the agenda today, so I will keep my remarks brief.

As you know, earlier this week, our nation and the GW community participated in the 2024 presidential election. By voting, volunteering at polling stations, providing expert commentary, and running for elected office, our community members played important roles in the time-honored tradition of American democracy.

I am proud to share that 10 GW alumni were elected to public office this week, with one race still to be determined. This will likely bring the total number of alumni in the 119th Congress to 13.

I want to reiterate that the outcome of this election—like all elections—is a cause for celebration for some in our community and has left others upset or disappointed. Over the days, weeks, and months to come, our community will continue to process the outcomes and discuss our nation's future.

As I shared on Tuesday, passionate debate and principled argument should and will continue to drive these conversations. And yet, as we navigate this national transition in GW's classrooms, community spaces, and residence halls, I hope everyone will join me in modeling what it means to be an engaged, passionate, and respectful community of citizens, leaders, and scholars.

I know there are many questions and concerns about what a Trump administration means for GW and higher education in the United States. Right now, we are working closely with our GW offices, university partners, and peer organizations to monitor and assess this shifting landscape and what that means for us. We will continue to keep you updated as this picture takes shape.

What I can tell you today is that the George Washington University has always been committed to providing a world-class education, producing groundbreaking research and scholarship, perpetuating the free exchange of big ideas, and providing an inclusive, supportive, and equitable environment for all our community members. Nothing about a new administration will ever alter or change those commitments, and we will always do absolutely everything we can, within the boundaries of the law, to act on our priorities, uphold our principles, and protect our community.

In related news, as we consider our university's unique position at the heart of American democracy, I am pleased to share that I recently joined the College Presidents for Civic Preparedness, an initiative from the Institute for Citizens & Scholars. By joining this nationally recognized group, GW joins over 100 institutions that are publicly committed to preparing young people for productive citizenship in a democracy, defending free expression, civil discourse, and critical inquiry as essential civic norms, and increasing thoughtful engagement and understanding. We also gain access to campus-specific programming to advance these civic commitments, including courses, speakers, student orientations, technology tools, and voter education initiatives.

In addition, I will meet regularly with other participating presidents to exchange information, best practices, and tools on topics such as student activism, free expression and civil discourse in the classroom, and civic preparedness in higher education. I look forward to sharing more as these meetings get underway.

Next, I want to highlight the newly formed Humanitarian Internship Pilot Program (HIPP), which I mentioned at last week's Faculty Assembly. This program, developed by the Office of the President in partnership with GW's Center for Career Services, is designed to harness our students' energy, dedication, and expertise to tackle pressing global challenges.

The program will partner with national and international humanitarian support organizations to place GW undergraduate and graduate students in a wide range of internships that address various humanitarian needs across different issues and contexts. A formal announcement will be made in the coming months, and a call for student applications will be released in early 2025, with the inaugural cohort of HIPP interns selected for the Summer 2025 session. Student selection and placement will be determined through a matching process overseen by a selection committee of GW staff and faculty. Kelley Bishop has sent invitations to several faculty members, but if anyone here is interested in participating, please let him or me know. I look forward to sharing more information soon. Work on this initiative has been underway for some time, and I was pleased to see that it closely aligned with the recommendations of the Humanitarian Efforts Summer Faculty Working Group.

Earlier this week, Provost Bracey and I held a reception to thank all our working group members, and I want to take a moment now to specifically thank Senators Jennifer Brinkerhoff, Ilana Feldman, David Rain, James Tielsch, Amita Vyas, Arthur Wilson, and Phil Wirtz for their work on these important efforts.

And speaking of world-class faculty, I would also like to take a moment to congratulate Dr. Anton N. Sidawy, GW's Lewis B. Saltz Chair of Surgery, on becoming President-Elect of the American College of Surgeons. For those who don't know, the ACS is the world's largest surgical organization. With a 110-year legacy of excellence and nearly 90,000 members across 144 countries, it is dedicated to delivering evidence-based surgical care and education and partners with more than 2,500 hospitals to advance surgical care standards and innovation. We are incredibly fortunate and proud to have Dr. Sidawy as a leader, educator, and practitioner at GW, and the ACS will benefit greatly from his expertise.

Finally, I would like to conclude today by thanking the EPT Committee for their thoughtful and thorough analysis of our strategic framework process. The committee's recommendations on how we might best measure and evaluate the success of our strategic framework moving forward will provide important context for our development discussions. I look forward to hearing their complete findings in just a few minutes.

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



**Faculty Senate November Meeting
Provost Bracey Report
November 8, 2024**

Good afternoon!

Hopefully you all attended last week's Faculty Assembly, where I gave a robust update on all the developments within the academic enterprise. That means I have just a few updates today, but I encourage you to review the draft Assembly minutes available on the Faculty Senate website for the updates I provided in additional areas.

Strategic Framework

First, I am pleased to share several updates in the Strategic Framework process.

Just this morning, we held a retreat with the Faculty Senate. At the retreat, we provided senators with a progress update and timeline for moving forward and solicited feedback on ideas and proposals received thus far from stakeholder groups and the broader community. Of course, one of these key stakeholder groups is the Educational Policy and Technology Committee, which shared several ideas related to undergraduate education. We gave senators the opportunity to break into small groups to discuss ideas received to date, consider new ideas, and report out to their fellow senators. Vice President and CFO Bruno Fernandes also gave an overview of funding sources for this work.

Based on today's discussion, I think we can all agree upon a need to make enhancements or investments in key areas – like our faculty, our students, our infrastructure, interdisciplinary research, and more. Our historic strengths and existing programs and initiatives remain an area of focus even while we think creatively about new and exciting areas of opportunity, and while we understand that the devil is in the details, funding is available for strategic investments and innovation.

This is not the end of the idea generation and discussion process. Ideas will continue to come to light, and senators are free to submit additional idea briefs as you have further conversation with colleagues. We will rely upon the continued engagement of the Faculty Senate as a key stakeholder group through this process.

Consultative Policy

In light of September's Faculty Senate resolution regarding consultation with the Faculty Senate, the Office of the Provost has been working on a draft consultative policy that I plan to share with FSEC for discussion at its next meeting. The policy lays out a process for managing the review of new draft policies or material changes to existing policies. The process contemplates both consultation with the relevant senate committee as well as an extended period for public comment. The policy also provides a mechanism for the adoption of provisional or interim policies that ultimately go through the full review and consultation process. I look forward to getting feedback from FSEC on this new approach and establishing a new process going forward.

2025 Faculty and Graduate Student Teaching Awards

You should have recently received an infomail inviting you to submit nominations for the 2025 faculty and graduate student teaching awards. These awards are how the university honors excellence in teaching, research, and service among faculty members and graduate student teachers, and it is very important that we receive a robust body of nominations to review. Nomination forms for all awards must be submitted by Monday, December 2, and supporting materials for all nominees must be submitted by Friday, January 10, 2025. I encourage you all to visit the Faculty Affairs website for more information about all the awards and nominate some of your colleagues!

Interfaith Week

Finally, I would like to remind everyone that the new Center for Interfaith & Spiritual Life is holding Interfaith Week next week from Sunday, November 10 through Saturday, November 16. Interfaith Week events encompass a range of organized religions and spirituality practices, enabling individuals to form a greater awareness of the rich religious, secular, and spiritual diversity of the GW community. The signature event is the Interfaith Dinner on Thursday evening, held in partnership with the Interfaith Council of Metropolitan Washington.

I encourage you to take a look at the schedule on the [Student Affairs website](#) and make an effort to attend whatever you find compelling.

President Granberg, this concludes my report; I am happy to take questions.



Faculty Senate

Report of the Faculty Senate Executive Committee (FSEC)

November 8, 2024

Ilana Feldman, Chair

FSEC Activities

FSEC met on October 25 to arrange the agenda for today's Senate meeting. The group also received updates from the Provost as well as reports from the committee liaisons whose committees have held meetings since the beginning of the semester.

FSEC discussed the responses that have come in about the idea of a "sounding board" for administrative conversations. We hope that more Senators will contribute their views to this discussion. From the responses received thus far there is a diversity of opinion, ranging from:

- it is a good idea, and FSEC should play this role; to
- it is a good idea, and a committee made up of the Senator co-chairs of standing committees should play this role; to
- expressed uncertainty about whether this is a good idea; to
- firm conviction that this is a bad idea.

We will continue to gather input and discuss.

Reflecting on suggestions in the PEAFF report on FSEC's role from last spring, we also discussed the best mechanism for getting ideas from the Senate's standing committees in front of the Board of Trustees. We consider the FSEC chair's regular reports to the Board Committee on Academic Affairs and to the whole board to be the best means, and we will seek to regularize the existing ad-hoc practice of seeking input from the committees.

FSEC assigned the "Resolution Regarding Safety and Accountability on GWU Campus" to the Physical Facilities and Safety Committee for its consideration.

Faculty Assembly

The annual regular Faculty Assembly was held on October 30, at 4pm. Assembly Resolution 25/1 was passed and will now move to the Board for final approval. This resolution contained the Faculty Organization Plan amendment to formalize the Faculty Consultative Committee procedures for future presidential searches. Many thanks to all of you for helping ensure a quorum at this year's Assembly.

Personnel Actions

There are no active grievances at the university.

Calendar

The next regularly scheduled meeting of the Faculty Senate Executive Committee is November 22, 2024. Draft resolutions and any other possible Senate agenda items should be forwarded to Liz Carlson in the Senate office as soon as possible, ideally by Friday, November 15, to assist with the timely compilation of the FSEC meeting agenda. The next regularly scheduled Faculty Senate meeting is December 13, 2024.



Faculty Senate

Nominees for Standing Committee Membership November 2024

Appointment, Salary, and Promotion Policies

Patricia Hernandez (CCAS), voting

Athletics and Recreation

Malyssa Darville (SGA), nonvoting

Honors & Academic Convocations

Reena Gupta (SGA), nonvoting

Physical Facilities

Captain Ian Greenlee (GWPD), nonvoting
Barbara Kowalczyk (Director, Food Safety Institute), voting

Research

Kathleen Griffith (ADR, SON), nonvoting