



Faculty Senate

**MINUTES OF THE SPECIAL SENATE MEETING
ADDRESSING CHALLENGES FACING THE UNIVERSITY
HELD ON AUGUST 12, 2025
VIA ZOOM**

Present: President Granberg; Interim Provost Lach; Executive Committee Chair Schultheiss; Parliamentarian Binder; Registrar Cloud; Senate Office Staff Liz Carlson and Jenna Chaojareon; Deans Ayres, Bass, Goldman, Henry, Kelly-Weeder, Matthew, Riddle, Wahlbeck, and Yeltekin; Interim Deans Howard and Zara; Professors Akman, Badie, Bamford, Belenky, Borum, Briggs, Brinkerhoff, Callier, Cheh, Cohen-Cole, Core, Cottrol, Crandall, Eakle, El-Ghazawi, Engel, Fagan, Feldman, Gore, Kay, Kieff, Kulp, McAlister, Mendelowitz, Merluzzi, Mylonas, Orti, Rain, Rigg, Sarkar, Schwindt, Trangsrud, Vyas, Wilson, and Wirtz.

Absent: Professors Cseh, Hernandez, Markus, and Warren.

CALL TO ORDER

The meeting was called to order at 3:01p.m.

REMARKS (Ellen Granberg, President; Bruno Fernandes, Executive Vice President, Chief Financial Officer, and Treasurer; John Lach, Interim Provost; Jay Goff, Vice Provost for Enrollment and Student Success)

Before turning to her prepared material for today's meeting, President Granberg informed the Senate that, late this morning, GW received a letter from the Department of Justice (DoJ) asserting that they have found GW to be indifferent to anti-Semitic discrimination. The university is reviewing the letter now and will be responding to the DoJ in a timely manner. President Granberg stated very clearly that condemns anti-Semitism, which has absolutely no place on the GW campus or in a civil society. The university has taken many actions that have clearly demonstrated its commitment to addressing antisemitic actions, promoting an inclusive environment on campus, and upholding a safe, respectful, and accountable environment. GW has also taken appropriate action under university policy and under the law to hold individuals and organizations accountable. The university has worked diligently with members of GW's Jewish community, as well as Jewish community organizations, city and federal authorities, and others to protect the community from antisemitism and remains committed to working with them to ensure that every student has the right to equal educational opportunities without fear of harassment or abuse. The President reiterated that university leadership is reading the letter now, which focuses almost exclusively on the spring 2024 encampment. She stated that leadership will definitely keep the Senate updated as this situation evolves.

Moving to her planned remarks, the President thanked the Senate members for their continued time and service to the University. She stated that it is very gratifying to work with faculty who are deeply committed

to the institution and who take their roles as stewards very seriously. One need only look at the density of the questions that were submitted to the leadership about the budget ahead of today's meeting to recognize how seriously the Senate takes its responsibilities as elected representatives of the faculty. The Senate's questions signal the Senate's genuine interest in ensuring that the university has the financial means required to continue to deliver on its mission and move forward as an institution. President Granberg noted her strong appreciation for the Senate's partnership in this work.

Noting that there is a great deal to cover in today's discussion, the President shared that the presentation considers the material in two pieces: questions about the FY26 budget and the structural deficit, and questions about an underlying issue that is intrinsically connected—the Medical Faculty Associates (MFA). In working with Professor Schultheiss and the Faculty Senate Executive Committee (FSEC), a plan was developed to spend the first hour of today's meeting on the budget and then move to the MFA. She noted that she would provide some opening comments and then ask CFO Fernandes, Interim Provost Lach, and Vice Provost Goff to brief the Senate on recent budget developments and on the path forward. Having reviewed the questions submitted by the Senate, the leadership has prepared a presentation that it believes gets at the most common concerns: how GW got to this point, what changed between updates shared in February and March, the appearance of the budget deficit, what has been done so far, and where the university goes from here. Following this update, the floor will be opened to questions as well as suggestions and recommendations about the situation with the budget.

The President stated that, following the budget discussion, she will request that the Senate move into executive session so that she can provide the Senate with a more fulsome update on the MFA. She felt sure that the Senate would be interested in what she has to share on this topic, but, on the advice of counsel, she can only do so in executive session. Given that advice, she asked that the Senate hold its questions about the MFA until the executive session.

Before turning to the challenges facing GW, which will be a lot of the focus today, the President offered updates on good news that has taken place over the summer. First, following significant engagement from the administration, the faculty, the Senate, students, staff, and other community members, GW's board approved the strategic framework during their June retreat. She noted that she is excited about the collaboration and the vision that the strategic framework provides; it will help GW as a community fully realize its potential as a preeminent educational institution. She particularly thanked the Senate for its collaboration and feedback during the framework's development process. The Senate gave of its time during a number of retreats, and it championed two very important initiatives that are an intrinsic part of the framework. The first of those is creating a multi-year strategy to meet full demonstrated financial needs for GW's full-time undergraduates, and the second is achieving a 90% six-year graduation rate. The President noted that she is looking forward to continuing to collaborate with the Senate as the university works to meet these and other goals laid out in the framework.

There has also been a lot of progress made over the summer on a new budget model that will more equitably distribute resources across schools and divisions with the intention that all boats can rise together. A lot of work was done this summer finalizing some initial analysis and socializing some of the information with the deans. The leadership received some very important feedback about how to incorporate strategy into the model, and the model development group has been sent back to do more work in that area before sharing sample models. A more substantive update on this will be provided at an upcoming Senate meeting.

Finally, two new leaders joined the university on August 1: School of Business Dean Sevin Yeltekin and Vice President for Advancement David Unruh. Dean Yeltekin comes to GW from the University of

Rochester, where she completed a successful term as Dean of the Simon School of Business. David Unruh is a deeply experienced university advancement leader, who most recently served at Drexel University as their Vice President for Advancement. The President stated that she is very excited about both of these new arrivals and the opportunity to work with them. She also welcomed John Lach to his first Senate meeting as Interim Provost. She thanked the members of the Senate—Professors Schultheiss and Kulp—who have agreed to serve on the Provost Search Advisory Committee, which will assist the President in identifying the next permanent Provost. She extended special thanks to Professor Schultheiss, who has agreed to co-chair the committee.

The President noted that she shares all of this to remind herself and the full community that GW is an extraordinary institution full of incredible people. GW has a lot of good things going on and a lot to build on, even as it navigates some very challenging environments.

Turning to these challenges, the President noted that it is important to keep in mind that GW is not alone in facing a variety of federal, financial, and demographic headwinds. Many, if not most, of America's strongest universities—places like Duke, Northwestern, and USC—are taking significant actions to address financial difficulties, including cost and staffing cuts. It is fair to say that, so far, GW has navigated this environment fairly well and, generally, better than many of its peer institutions in terms of the drastic degree to which cuts are necessary. However, as was shared in the leadership's message to the community in July, in order to address both GW's short- and long-term financial stability, additional budgetary measures have had to be implemented. These are very similar to those imposed at other universities and were covered in the July email to the community. One update from the material presented in the July email is that the temporary voluntary salary cut by the university leadership, which includes GW's officers, vice provosts, vice presidents, and deans is now in place; the reductions vary from 3% to 10%, depending on base salary. Everyone hopes that these measures are going to be sufficient to address the current budgetary shortfalls, but the outcome cannot be fully predicted, particularly because of uncertainty in international enrollment and continuing competition for students. All of GW's peers and aspirational peers have reopened their waitlists, which creates a very dynamic situation that the leadership is watching closely. During this session, Interim Provost Lach and Vice Provost Goff will provide a more detailed presentation on that area.

The President closed her opening remarks by stressing the importance of the faculty as a thought partner in the efforts to address GW's financial and educational goals. As she and the rest of the leadership team address these challenges, and as they chart a path forward for GW as a national leader in education, faculty input is not only welcome but necessary. The leadership needs faculty ideas and your engagement on the FY26 budget and the structural deficit and needs faculty to help reimagine how GW operates as a university, to help generate ideas for new revenue, and to partner in ensuring that GW makes any needed transitions in line with its core institutional values. On the strategic framework, faculty are a critical partner in charting that path to preeminence in both education and research. There are many, many other ways this body has been and will continue to be involved in moving GW forward, and the President thanked the group for its engagement and invited them to continue it.

The President confirmed that, in addressing the budget questions, the leadership will also be engaging with the Staff Council. Finally, she thanked Mr. Fernandes and his team, the academic deans, and other leaders across the university for all they have done to construct the FY26 budget and to start to address the structural deficit. This situation will take some time to rectify, but university leadership is committed to addressing it together, including working in collaboration with faculty and staff.

President Granberg welcomed CFO Fernandes and Interim Provost Lach to provide a more substantive update on where things stand with the university budget. Mr. Fernandes noted that, at this point in a normal year, the budget process would be complete. Unfortunately, he stated, this is not a normal year. As stated in previous meetings, GW's budget has a structural imbalance problem where expense growth is exceeding revenue growth. The leadership knew that, at some point, GW's heavy reliance on tuition revenue was going to create some issues. Layering on what is occurring this year with the additional macro and political headwinds, GW finds itself in a situation where it must act to close this deficit. The measures taken thus far provide a runway to deal with the deficit. Leadership is also monitoring potential impacts from the big bill and the changes to research—especially with regard to indirect costs—which the university will review over the next few months to ensure that the measures currently in place are sufficient to address all the potential impacts going into FY27 and beyond. He agreed with the President that, if the university community works collaboratively on this process, it can create a path to financial stability and future sustainability. Finally, Mr. Fernandes noted leadership plans to present the FY26 budget to the Finance Committee of the Board of Trustees for its approval on Monday, August 18.

Mr. Fernandes then turned to the [attached slides](#), which he, Dr. Lach, and Mr. Goff reviewed to address some of the questions received prior to today's meeting.

Mr. Fernandes noted that the first slide reflects what is occurring with the operating margin and the divergence between expenses and revenue as expense growth outpaces revenue growth. This reflects the fact that the structural deficit is increasing, and expenses continue to outpace revenue, which he previously stated is heavily reliant on net tuition revenue. Net tuition is not the only concern, but it is clearly a major concern. This is part of the reason the leadership sent out the first community message, in April.

The second slide reflects the questions received on the budget's evolution over the course of the spring and summer. Mr. Fernandes noted that the May column deals more with what came out of the fall meetings with the deans and division leads. During this process, his team created a consolidated budget, which was presented as part of an assumption plan to the Board. During that process, the team learned there were several potential impacts and headwinds; these led to the April communication. As the team started to consolidate the June information relating to some of the financial outlook around research-related impacts and international enrollments, the deficit picture worsened; this led to the July communication.

Mr. Fernandes noted that Mr. Goff would speak to what the team learned about tuition and enrollment impacts that led to the July communication. He noted that the slide 2 July column shows that the university still has a gap of \$24 million. The good news, he stated, is that the leadership does have a path to be able to close this gap through a combination of measures, which could include extending the hiring freeze. At the moment, the team is waiting for census data from the fall. Once that information is in hand, the leadership will work with the faculty and other community members to determine what measures will need to be implemented to deal with this potential gap.

Next, Mr. Goff provided a brief update in terms of where GW's fall 2025 registration levels are at this time; he then shared some background information on the trends his team is seeing. Reviewing the third slide, he noted that, over the past few years, GW (like many other US research universities) is anticipating a decline in new international student enrollments this fall. This has been a continuing trend. He pointed out that the total undergraduate residential student enrollment is about the same now as it was pre-pandemic. However, there have been decreases in the total number of international students, with the largest decrease happening in the number of students from China. He anticipated that, due to visa issues, GW may see another decline

of about 50 new undergraduate students or so in the fall of 2025; these numbers won't be known until students actually arrive on campus.

At the same time, Mr. Goff noted, there is a clearly observable trend in the number of Pell Grant students related to GW's enrollment goals that focused on enrolling more first-generation and low-income students. GW has been very successful in increasing the number of Pell Grant students, but, of course, these are students who require a significant amount of need-based financial aid, while international students typically do not receive much need-based financial aid at all.

As shared with the Senate this spring, Mr. Goff noted that GW had a very solid recruitment and admissions season this year. Over 59,000 students applied to GW's programs for the fall of 2025. The university is now seeing that a combination of new immigration policies—including visa processing delays, and heightened security measures, such as monitoring social media sites—as well as the increasing attractiveness of other countries as study destinations are contributing to the projected decline in the new international student enrollments. This has caused many schools to utilize their admissions waitlists throughout the summer. GW has done the same and is also increasing the number of students enrolling through its expanded undergraduate transfer program.

Interim Provost Lach noted that he would introduce himself at the regular Senate meeting in September but emphasized that it is an honor to serve as Interim Provost and that he very much looks forward to working with the Senate and the entire GW community in the year ahead.

The next slide, he noted, shows the budgeted and actual consolidated margin for the schools and colleges over time, which relates to the question as to whether schools are being asked to provide larger margins to cover growing central expenses. The chart on this slide shows that the consolidated margin has been decreasing over the last few years. For FY26, the budgeted margin is just slightly higher dollar-wise than it was in FY19, and the margin as a percentage is actually lower than FY19. Mr. Lach stated that some individual schools and colleges have seen increases in margin targets during that time, which were implemented to offset margin decreases in other schools and colleges that were largely due to significant decreases in graduate enrollment in those schools. Each school and college has received its margin target for this year, which together total \$49 million, and, with the exception of the hiring freeze and the other announced austerity measures, each school is largely empowered to determine how best to meet its target. Mr. Lach noted that he has confirmed with the deans that each of them are engaging with their faculty through their school's standard processes on steps being taken to meet their school's margin target, especially when considering expense reductions.

Mr. Fernandes reviewed the next slide, which is in direct response to several questions that we received with regard to administrative expenses and administrative load; he noted that compensation is the university's single largest expense. This slide reflects the fact that GW's staffing levels have actually decreased over the past ten years. While staff numbers have increased a bit in recent years, they are on an overall downward trend over the past decade. The next two slides reflect how GW's faculty and staff FTE faculty (as relates to enrollment) compared to its market basket. On the faculty side, GW is in the middle of the group. On a staffing perspective, GW is at the bottom of the group. This is something the administration has heard frequently—that it is understaffed in certain areas of the university. Mr. Fernandes noted that this is a direct reflection of the fact that compensation cost increases are associated with merit increases and costs associated with benefits and not with headcount increases.

Dr. Lach provided some closing comments on the budget, noting that this continues to be a very dynamic environment. The university is actively monitoring enrollment and may need to adjust revenue projections and then expense planning in response to those dynamics. As Mr. Goff noted, the university will have a much better sense of these numbers over the next few weeks as fall enrollments solidify. The deans are committed to engaging with their faculty on these efforts through their school standard processes, which can look different from school to school. Going forward, Dr. Lach stated, today's discussion reinforces the need to explore additional revenue opportunities in the future, both tuition and non-tuition driven. In addition, the budget model currently under development needs to incentivize and support such efforts, as well as multi-year planning, improved transparency, cross-school collaboration, and the other guiding principles that were announced last year. University leadership will continue to engage with the faculty on the budget model redesign effort as well as on ideas for additional revenue.

Q&A/DISCUSSION

Professor Wirtz expressed his appreciation for today's very informative presentation. He began with an overriding question about the year-over-year deficits that are evident when looking at the financial reports for the past couple of years that are available on GW's website. He asked why the university is particularly exorcised over this year's deficit when this has been a situation for some years. Mr. Fernandes responded that the number in the reports Professor Wirtz is referencing is the consolidated number, which includes MFA data. The numbers presented today reflect the university's finances on a standalone basis. Professor Wirtz asked what the actual gap is and, recognizing that the major problem has been the MFA, if there are problems beyond the MFA driving the current issue. Mr. Fernandes noted first that the FY26 MFA number is not yet available; MFA leadership is working through that budget process. He stated that the university has been trying to achieve at least a 1% margin annually. That number (around \$14 million) is not sufficient. The numbers provided today indicate that the university is at a negative margin number rather than the 1% goal. The projected deficit improved somewhat following measures taken by the deans and division leads this past spring; the gap is now projected at \$24 million. Mr. Fernandes noted that there is a path forward to close that gap, and his team is still working to balance the FY26 budget. While the MFA number is not yet known, he stated, it will potentially be a negative number similar to previous years. The primary concern is addressing the challenges in the current university budget.

Professor Wirtz asked how the \$24 million gap (leaving aside the MFA) compares to gaps at a similar point in previous years. Mr. Fernandes responded that the \$24 million budget gap represents a \$35-40 million delta from the 1% positive margin of around \$14 million in previous budgets. The university would need to recover around \$40 million to arrive at the point it was this time last year.

Professor Schultheiss, referencing the Senate's questions around staffing, stated that her understanding is not that, for example, a department has too many assistants, but rather that there is perceived bloat in higher-level administrative positions. She didn't expect the leadership to disaggregate staff positions on the fly in today's meeting but observed that the data shared today does not reflect the concern behind the question. Mr. Fernandes responded that he could provide more detail on these numbers. He noted that the numbers he presented today was trying to address the point that, when considering that compensation is the university's single largest expense (excepting purchased services, which have controllable elements), an increase in headcount does not account for an increase in compensation costs. Professor Cohen-Cole added that his sense is that there is a concern that there are many more vice presidents at the university, not, for example, career counselors. He asked whether costs associated with this level of position can be shared with the community, including staff support for those higher-level administrators.

Professor Cohen-Cole asked whether Name, Image, Likeness (NIL) and/or revenue sharing payments to GW athletes might lead other athletic programs to suffer as a result; and whether there would be a rebalancing to GW's athletic programs as a result, either from programs being cut or the athletics budget being increased. President Granberg responded that a university can only use revenue to make NIL payments to athletes; tuition dollars may not be used for this purpose, and, she noted, she would not support doing so even if it were permitted. She added that GW is participating in NIL at a fairly modest level (well below the \$22 million cap). With regard to other academic programs, she stated that Athletic Director Michael Lipitz has been in contact with her about how he is managing this, and he has not shared any thoughts on cutting other sports to support NIL payments. She noted that there are other elements involved in managing a sports portfolio, so she of course could not say GW would never under any circumstances cut any sports. However, Mr. Lipitz has not brought up cutting other sports as something he felt he would need to do. Mr. Fernandes added that the athletics budget is also taking a cut in FY26 and is participating in all the same requests being made of the schools and divisions.

Professor Akman asked how the decrease in international students translates to dollars and how the university looks at what these students would have brought in versus what the university is now not receiving. Mr. Goff responded that there are two trends impacting the undergraduate numbers—a decline in international students and an increase in Pell Grant students—with the decline in international enrollments impacting both undergraduate and graduate numbers. He noted that most of the students from China are full payers and do not qualify for either need-based aid or, of course, federal student aid. With a significant increase in Pell Grant students, the university can expect that a much larger amount of need-based aid will be required; most Pell Grant students are coming from families with an adjusted gross income of \$60,000 or less. Mr. Goff stated that the current primary concern is that visa restrictions (e.g., delays in processing; a drop in the number of students able to secure them) will result in many students not being able to enroll. GW could potentially see an increase of about 15% in the melt rate (students who commit but then do not enroll). If that were to happen, his team estimates the university would bring in around \$10 million less in net tuition revenue from international students; this is purely an estimate made in order to make adjustments to the budget and plan for fall. This scenario has never happened before, so the enrollment team worked to build models looking at yield rates for students who receive visas and enroll late.

Dr. Lach clarified that this estimate represents just the undergraduate piece; this issue also impacts graduate enrollment—and impacts the schools differently because of the different international student composition in different schools. This obviously shakes out in the budget model differently for graduate revenue than for undergraduate revenue. The potential \$10 million Mr. Goff mentioned at the undergraduate level does not impact the dollar per credit for undergraduate courses offered and the attributed revenue to the individual schools. In this case, lost revenue is not attributed out to the school. Schools are examining this from a graduate enrollment perspective, as a percentage of net tuition revenue is attributed to the schools versus the central administration for graduate enrollments. [Upon reviewing the minutes for this session, Vice Provost Goff clarified that the early June estimate for a potential revenue decline from lower international student enrollments was around \$10 million. This estimate assumed a minimum increase of 15% in the summer attrition rate (or melt rate) of deposited new international undergraduate and graduate students. Due to GW's sizable international graduate student populations, the initial market tracking data indicated that graduate student enrollments are more likely to be negatively impacted. Because this situation has never happened before, it is extremely difficult to model potential outcomes. Vice Provost Goff expects to have a firm understanding of the total enrollment impact prior to the fall enrollment census in October.]

Professor McAlister noted that, in particular, the Columbian College and the Elliott School depend heavily on master's enrollment and revenue and asked how the university thinks it might respond to an

environment that sees lower master's program enrollments across the board. Mr. Goff stated that, as of this morning, the university has over 23,300 students registered for the fall semester and will typically register another 1800-2000 students by the fall census. Domestic and full-time registrations are slightly ahead of this point last year, and part-time student enrollments are stable. He observed that GW has been able to garner a little increase in master's level students and stabilize those numbers for domestic students; the decrease at the master's and doctoral levels is largely among international students. Mr. Goff noted that last year's RevUp campaign as well as other efforts to enroll more students from the DC area continue to pay dividends. Dr. Lach added that there is shifting student interest around graduate degree types and programs. He stated that the university will look to the faculty and to innovations happening in the schools to develop new degree and certificate options. In general, the university needs to look for opportunities in these areas in order to ensure demand from students.

Professor Brinkerhoff, realizing the university is in a situation that is very much in flux, observed that the university will also be heavily next year because of the passage of the "One Big Beautiful Bill" (OBBB). She asked about the university's strategic processes for accommodating these changes and, also, what the leadership anticipates in the out years to compensate for potential further enrollment declines. Professor Vyas added a related question about short-term strategies—specifically, planning for the next six months and whether current mitigation strategies such as hiring freezes might need to be extended or added to in order to manage the impacts of the OBBB. President Granberg responded that the bill and the structural deficit necessitate a two-fold strategy: 1) the university will need to reimagine how it operates, either by doing less or by doing things more efficiently; and 2) GW needs to look at additional revenue opportunities it may currently be leaving on the table. She offered one example of an area where costs can be cut, noting that she received a report that looked at GW's outside counsel expenses. General Counsel Barber is now looking at some ideas from that report that could make a large dent in what the university needs to spend on outside counsel. The OBBB adds another element, particularly when considering what it does to the forecast for the structural deficit. The President noted that the leadership plans to do this work intentionally with faculty and staff at the college and institutional level; this will require a bigger conversation to be had around what kind of institution GW wants to be in three years' time.

Mr. Goff noted that the financial aid changes in the OBBB don't take effect until July 1, 2026, and will not impact students this year. The primary change that will impact GW's students, especially its graduate students, comes from the elimination of federal PLUS loans for graduate students, which many master's and doctoral students have relied on significantly since their introduction in 2008. In anticipation of this, Dr. Lach has charged Mr. Goff to form a student loan task force, which will meet through the fall semester. Once the federal regulations are received—hopefully by the end of September or October—the task force will prepare a plan for the university on the best way to engage in the private lending market, as it did prior to 2008. The task force will be looking closely at how best to support students in a transparent way, avoiding any engagement with predatory lenders. His expectation is that the task force will have a suggested plan by early December that can be finalized in March or April. At that point, the financial aid process for graduate students will be very similar to what it was, but, instead of receiving loans from the federal government and the Department of Education, they will receive those loans from private lenders. More details on that process will be available as the academic year progresses and as the recommendations from the task force develop.

Dr. Lach noted that one thing that came out of the strategic framework process is the opportunity for enhanced career counseling. The OBBB does address employment opportunities, and he expressed his enthusiasm for exploring with the university community how GW can support its students' career goals. This is longer-term work but extremely important.

Mr. Fernandes noted that Professor Brinkerhoff's question is important and highlights why the new budget model is heavily reliant on thinking not just about the current year but also on implementing multi-year planning as a key element of managing these challenges. In response to Professor Vyas's question, Mr. Fernandes noted that, as the leadership looks more closely at the census and revenue/expense data, there is the possibility that some measures will need to be extended, or new ones created. Leadership will engage in conversations with the university community about what those should be. Some measures (e.g., the hiring freeze, suspension of merit increases) are temporary, one-time fixes that provide a runway to fix the problem; those measures in and of themselves don't fix the problem. The goal is to address the structural deficit beyond FY26.

Professor Akman asked how the leadership is incorporating research revenues into its thinking about this evolving budget environment, both this year and beyond. Dr. Lach responded that this is an issue the leadership has been discussing a great deal, including the ongoing federal debate about indirect cost recoveries. Being prepared to deal with changes to that model is part of the dynamic environment that universities are trying to manage. In terms of FY26, the leadership is working with the deans to identify risk areas and generate contingency planning in the event of a reduction in indirect cost recoveries or the cancellation of additional grants. Thinking long-term, this will be an important part of a collective strategic discussion at the university around how GW can ensure a robust research enterprise in the years ahead.

Professor Wilson, noting that the university is at or near the District enrollment cap, observed that losing foreign students who pay full tuition and bringing in more students who cannot do so likely means that tuition revenue can only decrease unless the university is able to find a way to adjust the cap. Mr. Goff responded that the university is having discussions and highlighting these issues to the District's leadership. President Granberg added that the university is required to file a master plan with the District every twenty years; the master plan currently in effect included caps. The university is now actively planning for a master plan renewal in 2027, and she stated that she would love to see more flexibility around caps. She noted that there appear to be openness to this, recognizing that the university has to take care of its neighbors. The current conversation is centered on arriving at a new plan that is mutually beneficial.

President Granberg asked that the Senate move to go into executive session for an update on the MFA.

Professor Schultheiss rose to a question of privilege affecting the assembly and was recognized by the President before offering the following motion:

“In recognition of information about the MFA that may not be raised during an open session, I move that:

- the Senate move into executive session;
- minutes be kept and maintained—due to the legally sensitive nature of the information to be provided, the minutes will reflect that “an update on the MFA was provided by the administration”;
- the following individuals be invited to attend: President Granberg, Chief of Staff Mory, Vice President Post, Interim Provost Lach, General Counsel Barber, Vice Provost Goff, CFO Fernandes, Vice President Moran, Associate Vice President McPhatter, all deans, Parliamentarian Binder, Vice Provost Murphy, Registrar Cloud, Senate Office staff Carlson and Chaojareon; co-chairs of the Senate standing committees; and

- time in executive session be limited to 30 minutes, at which point the Senate will vote to extend the session or to return to open session to formally adjourn the meeting.”

The motion was seconded. Unanimous consent was requested but not obtained for approval of the motion. Professor Cohen-Cole asked whether the questions submitted to the administration for today’s meeting might be shared with the group. The President responded that the questions were all generated from the Senate and its committees and that the leadership could work with FSEC to determine how best to distribute those more widely. Professor Cohen-Cole, noting that information to be provided about the MFA would be of great value to those beyond the group identified in the motion, asked that voting members of the Senate’s standing committees be added to the population permitted to attend. President Granberg responded that the university’s counsel was only comfortable with sharing this information with the group as defined in the motion. A vote on the motion to go into executive session passed, 33-1.

The executive session was convened at 4:14pm, and the Senate returned to open session at 4:56pm.

ADJOURNMENT

The meeting was adjourned at 4:57pm.

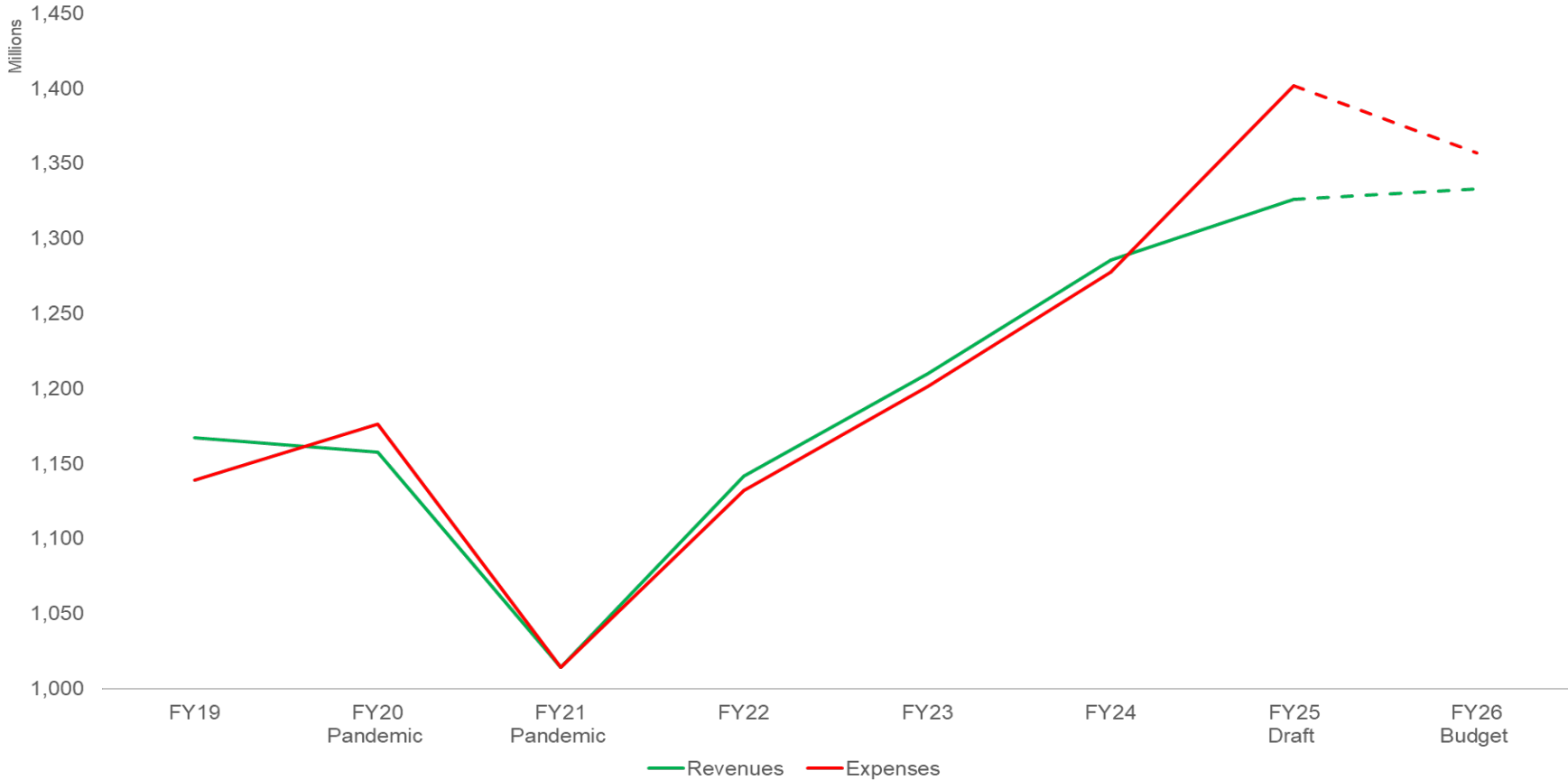
THE GEORGE
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Faculty Senate Meeting Budget Update

August 12, 2025



Operating Margin Trend



- Operating margin has flipped from a small surplus to a large deficit.
- **Expense reductions** will be required in FY26, **setting the foundation to restore pre-pandemic operating surplus**

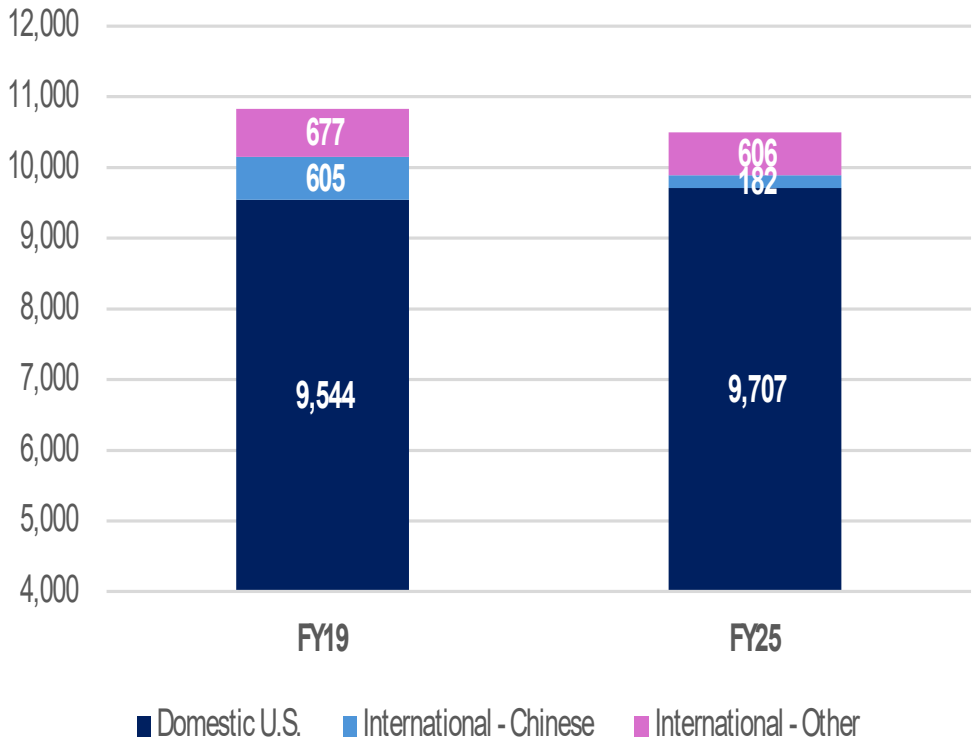
FY26 Budget Evolution

Statement of Operations (\$M)	May	June	July
Revenue	1,355.9	1,328.4	1,333.0
<i>Revenue Decline</i>		-0.8%	-0.4%
Expenses			
Compensation and Benefits	739.9	764.5	758.3
PurchSvcs, Occupancy, Other	391.0	413.0	399.0
Depreciation and Amortization	97.5	97.5	97.5
Interest	92.2	92.2	92.2
Contingency	21.4	21.4	10.0
Expenses	1,342.0	1,388.6	1,356.9
<i>Expense Growth</i>	1.3%	4.8%	2.4%
Operating Margin	14.0	(60.1)	(24.0)
%	1.0%	-4.5%	-1.8%

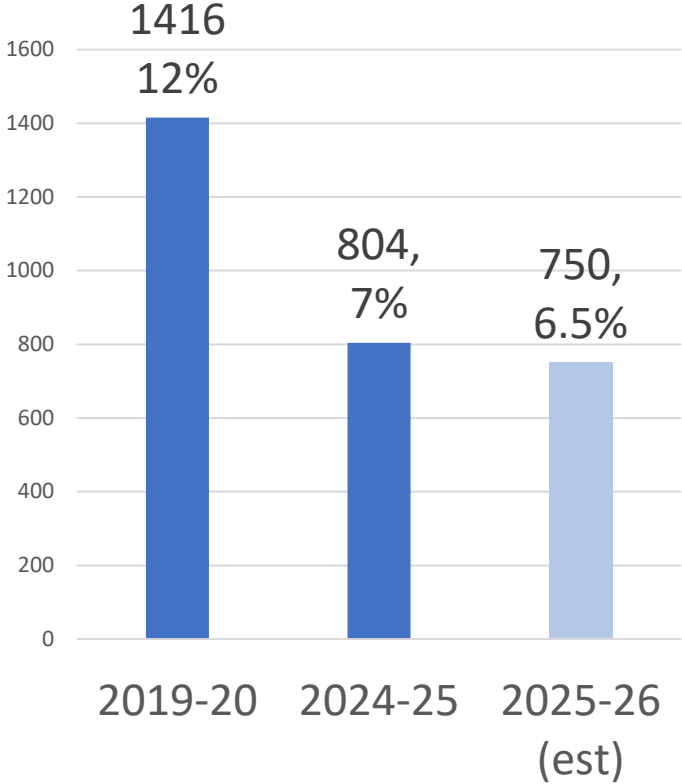
1. May reflects expected ~3% cuts to expenses provided as guidance to schools and divisions
2. June was baseline submission from schools and divisions for FY26
3. July reflects the final submission from schools and divisions after July 2025 memo

Change in Undergraduate Headcount Mix

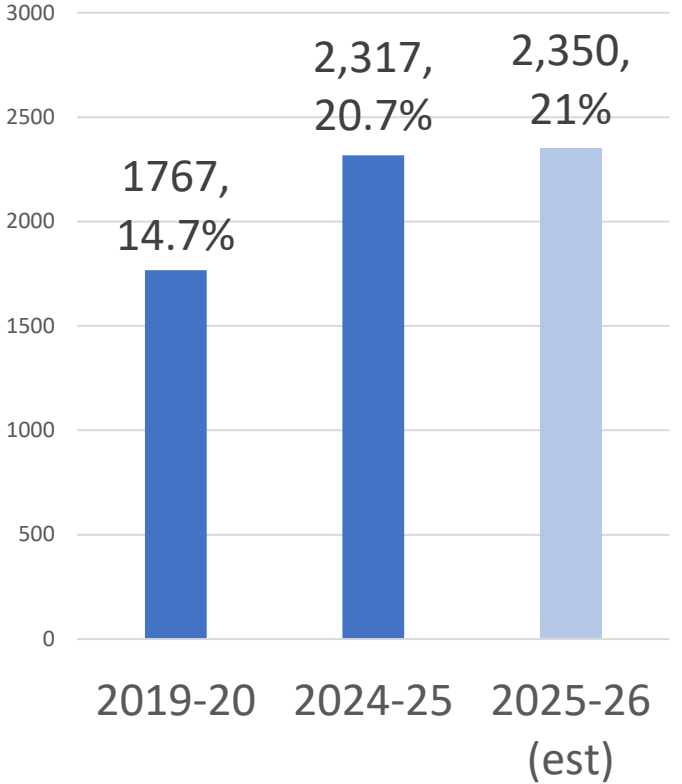
UG Residential Students by Nationality



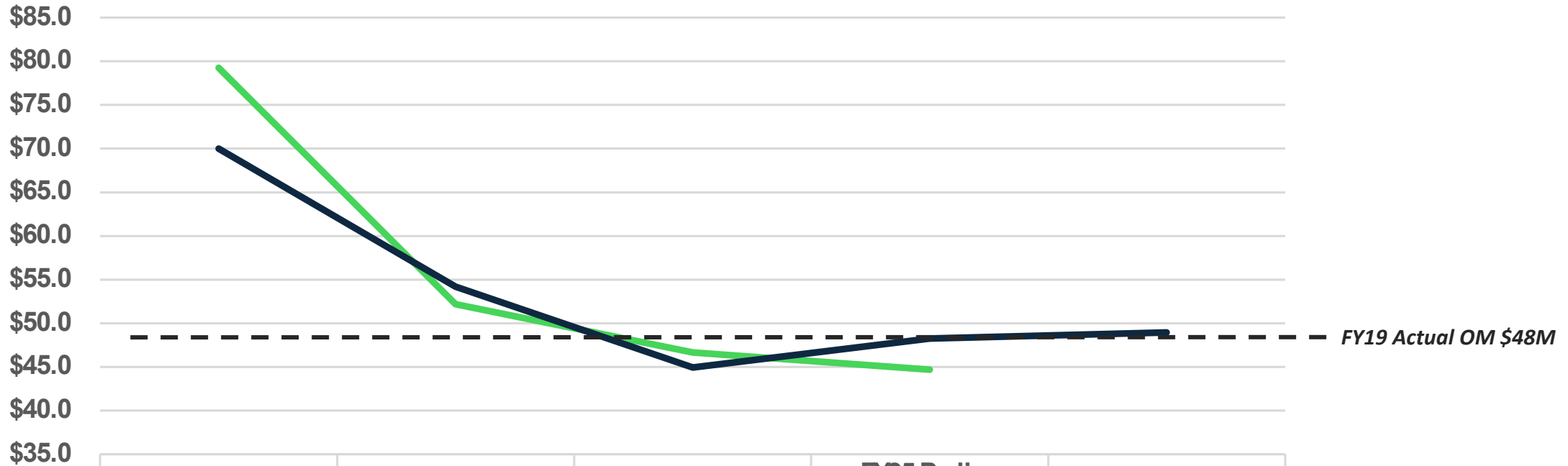
UG International



Pell Grant Recipients

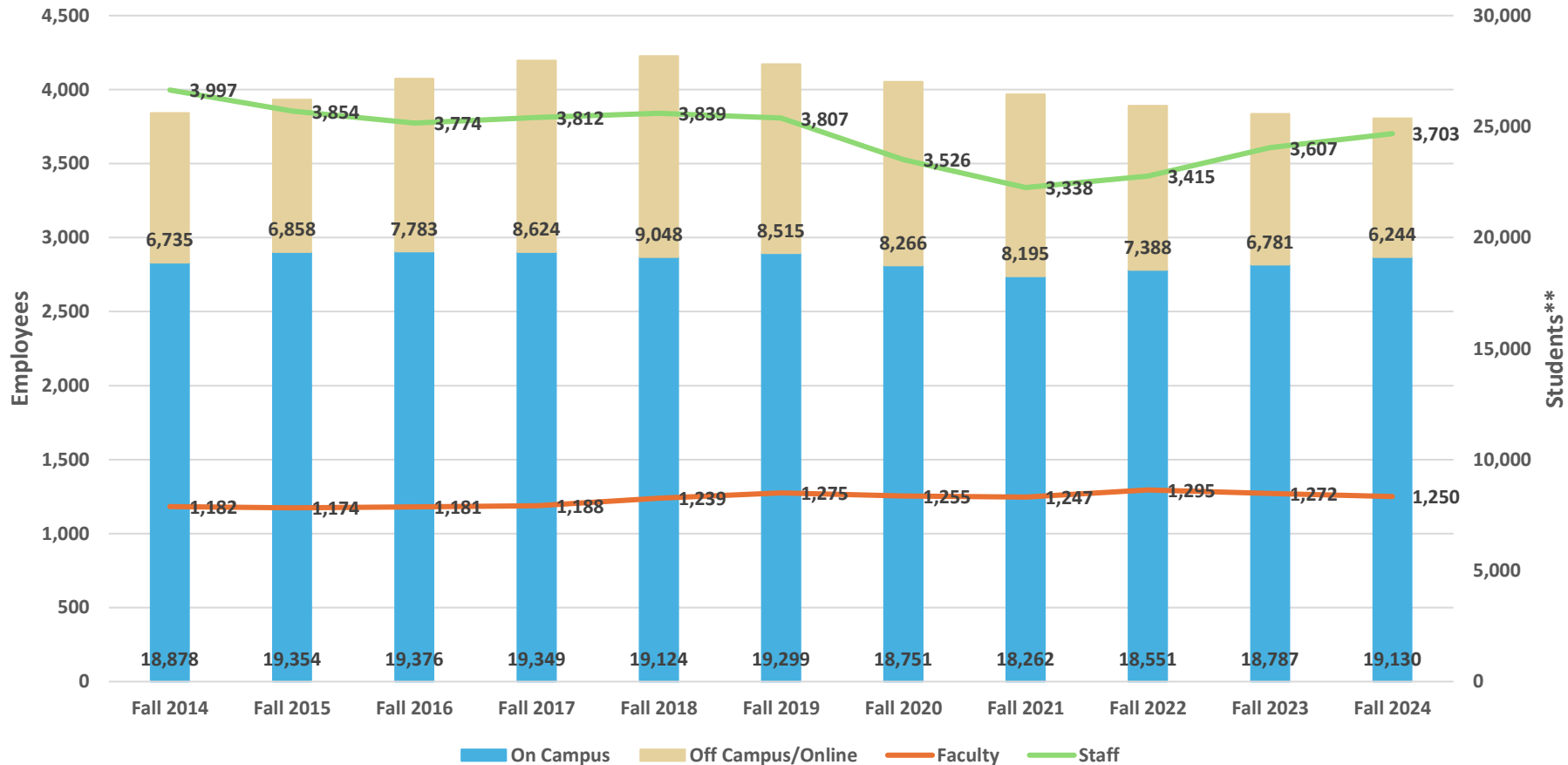


School Operating Margin History (\$M)



	FY22	FY23	FY24	FY25 Prelim. Actuals	FY26 Budget
— Actual OM	\$79.3	\$52.2	\$46.6	\$44.7	
— Budgeted OM	\$70.0	\$54.2	\$44.9	\$48.3	\$49.0

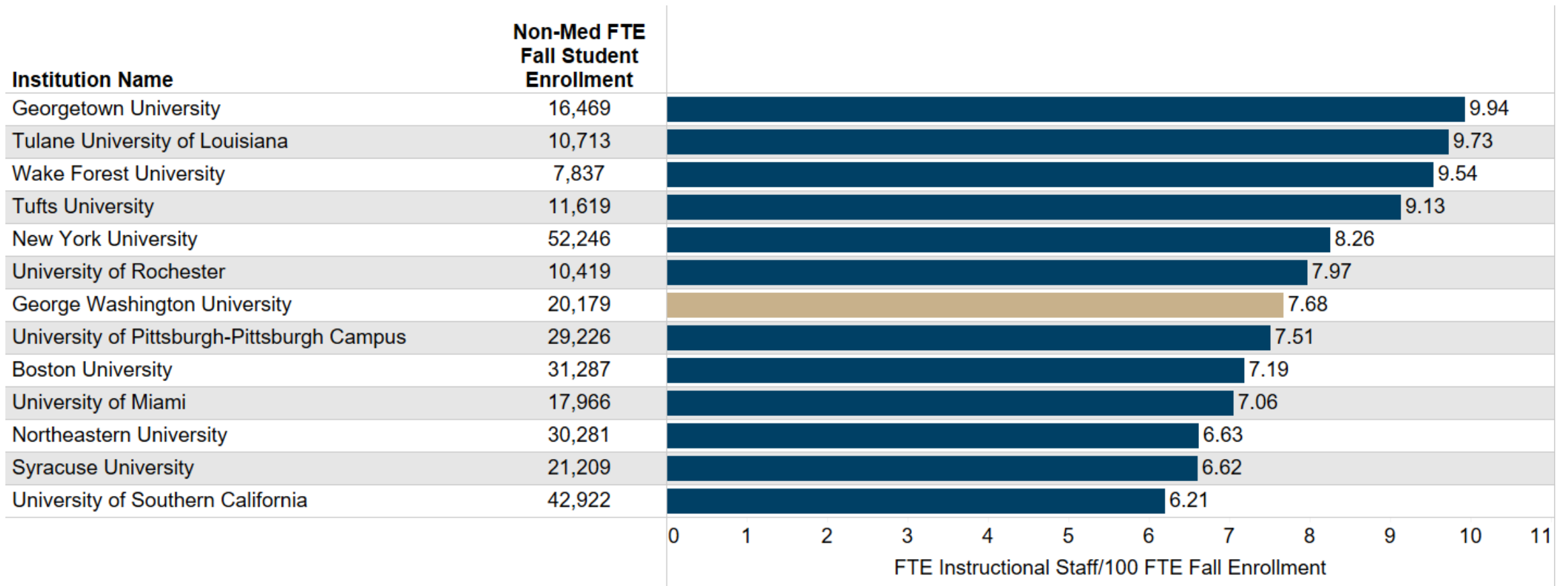
Full-time Personnel and Total Student Headcount



* Data based on IPEDS Human Resources Survey and IPEDS Fall Enrollment Survey.

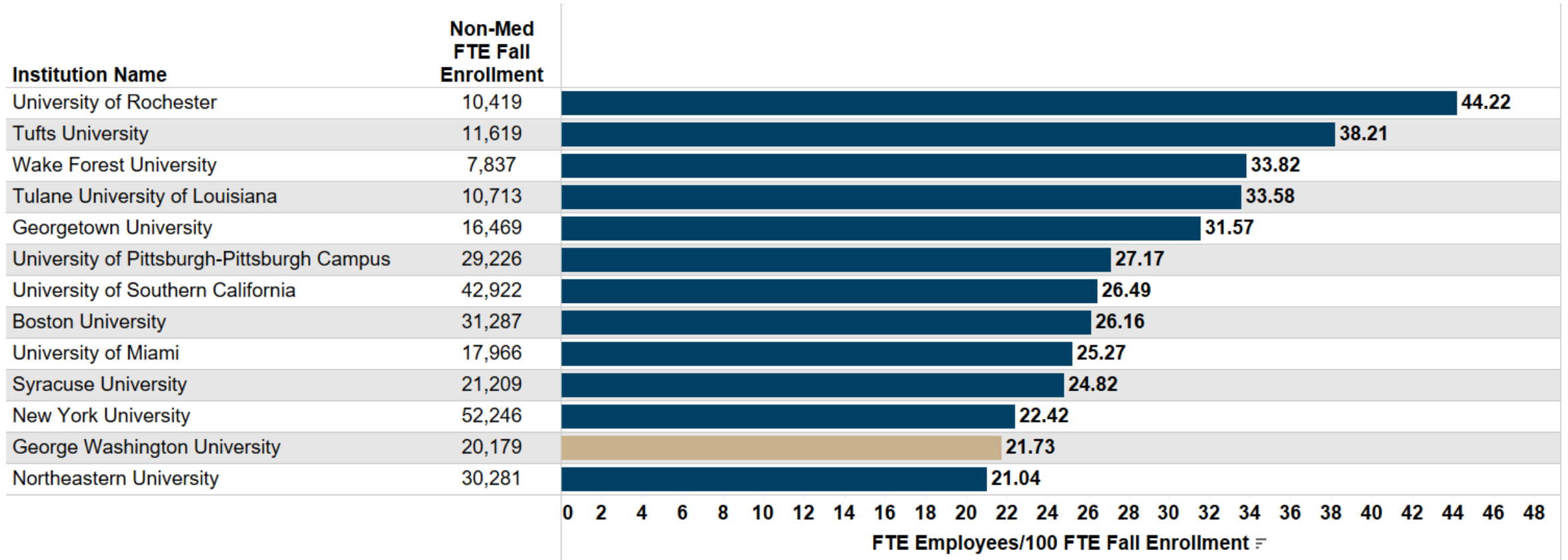
** Students are counted as either on-campus or off-campus/online depending on where students took a majority of their credits.

Comparison of GW and Market Basket FTE Faculty (Per 100 FTE Student Enrollment)



Source: IPEDS 2023 data submission.

Comparison of GW and Market Basket FTE Employees (Per 100 FTE Student Enrollment)



Source: IPEDS 2023 data submission.