

---

# THE GEORGE WASHINGTON UNIVERSITY

---

WASHINGTON, DC

## REGULAR FACULTY ASSEMBLY

November 12, 2025

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

### CALL TO ORDER & MINUTES APPROVAL

President Granberg called the Assembly to order at 4:01pm. As the meeting had not yet achieved a quorum, the approval of the minutes was delayed until such point as a quorum was reached.

### WELCOME TO NEW FACULTY MEMBERS

Interim Provost Lach 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 (CPS), 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, and John Lach, Interim Provost)

[President Granberg's remarks](#) and [Interim Provost Lach's remarks](#) are attached to these minutes.

Assembly members posed several questions:

- 1) Will there be more opportunities to learn more about the new budget model?

Interim Provost Lach confirmed that there will be many opportunities for input to come, reiterating that the transition to the new budget model will not be complete until FY28. Among these will be a report to the Faculty Senate that will be scheduled in the coming months.

- 2) How "in trouble" is GW in light of the DOJ letter?

President Granberg responded that the University is taking this matter very seriously. She explained GW is not in the position of some other high-profile universities, where the administration has taken particular actions, such as issuing stop work orders on grants. GW also have a good set of facts. University leadership has asked for the opportunity to share information with the DOJ and has not yet received a response.

- 3) Is there an update on the question of making the Federal Matters Working Group membership public?

Interim Provost Lach responded that this has now been discussed with the working group, who reached the consensus that individuals may disclose their membership but that the full roster will

not be published by the administration (out of concerns noted at the October 24 Senate meeting). He acknowledged that this issue didn't occur to him until after the working group membership invitations had gone out, at which point he felt it was important to respect the privacy and agency of these faculty members. He noted that, while all ten schools are represented on the working group and that five of the thirteen members were nominated by the Faculty Senate, this group was not assembled in order to represent the faculty in the manner they are represented in events like this fall's workshop on federal matters conducted with the Senate by Interim Vice Provost for Faculty Affairs Emily Hammond and Deputy General Counsel Richard Weitzner. Rather, this working group was formed with a view to the particular expertise certain faculty members bring on these complicated issues. He confirmed that the output of this working group would not be deemed by the administration as representative of a broad faculty view on these issues. He also offered to organize another session with the Faculty Senate if so desired.

- 4) What are the plans and future direction for the Virginia Science and Technology Campus (VSTC)?

President Granberg noted that the VSTC, located about an hour from the Foggy Bottom campus and home to excellent academic programs and research activities, is just far enough away that programs there need to be standalone as opposed to requiring affiliated faculty and students to travel back and forth regularly. A professor and Senate member who spent the first part of his GW career at VSTC observed that there is an enormous opportunity at VSTC due to Northern Virginia's population and businesses. Placing key masters programs at VSTC with faculty who live in Northern Virginia will lead to large enrollments and key connections with industries in the region.

- 5) What are the university's top priorities in the coming years around academic infrastructure and research?

President Granberg responded that a lot of the focus at present is on renovating dilapidated buildings (e.g., Bell Hall). In addition, the university is engaged in a campus master planning exercise ahead of bringing a new plan to the District in 2027. The group coordinating this effort is looking at GW's research and academic needs to consider areas of potential growth and what would be required to accommodate that. She added that there are many opportunities for community feedback into this process. Interim Provost Lach added that the Strategic Framework rollout also provides great opportunities for the community to present ideas in line with the Framework's three priorities: Generate Scholarship with Impact, Prepare Students to Be Strong and Resilient Leaders, and Strengthen Our Foundation for Excellence.

- 6) How does the enrollment cap affect future planning?

President Granberg observed that the cap itself is less of an issue than the elements required in order to add enrollment (e.g., building a new residence center). The current plan was negotiated 20 years ago, and it will be interesting to see what the District's thoughts are on these issues given the current situation in the city. Interim Provost Lach added that the new strategic enrollment plan will launch soon, and the question of enrollment composition (e.g., does GW want to grow? where do those students come from? what would be the impacts on acceptance rates and academic quality?) will be a community conversation.

University Professor Wood noted that, in his 50+ years as an academic in Europe & the United States, he could not think of a more challenging time. He congratulated President Granberg and Interim Provost Lach for giving him the ability to tell his colleagues elsewhere that he has great confidence in GW's leadership.

REPORT ON SENATE ACTIVITIES ON BEHALF OF THE FACULTY SINCE OCTOBER 2024 (Professor Guillermo Orti, Temporary Co-Chair, Faculty Senate Executive Committee)

The Senate report is [attached](#) to these minutes.

Professor Griesshammer echoed Professor Wood's comments about confidence in the current university leadership. He addressed the recent tumult within the Faculty Senate Executive Committee, which resulted in the resignation of the Chair. He expressed serious concerns about the lack of communication and process around these events, noting that there was no official Senate communication about this change and that he and many others learned about it via the GW Hatchet. He expressed concern about the "coup d'etat" conducted by a subset of FSEC; he also asked about the current temporary co-chairs and how an unprecedented co-chairship of FSEC is meant to work going forward, stating his view that the members of FSEC who were engaged in removing the chair should resign from FSEC and allow for a fresh start for the committee. He closed by noting that this is a time when the Senate needs to be completely engaged with extremely pressing issues of the day.

Professor Orti responded that he expected that a single FSEC chair (not a set of co-chairs) would be elected at Friday's Senate meeting. He added that FSEC is in the process of resolving this matter internally before making any formal communication to the faculty. He affirmed that this has been a very difficult situation to navigate, and FSEC is working now to get back to its very important, future-focused work.

Professor Briggs, a Senate member, observed that the Hatchet article was fairly even-handed in its description of events; she did not believe that Professor Griesshammer's characterization of events as a "coup d'etat" is accurate. She looked forward to Friday's Senate meeting and to moving ahead with the work of the Senate.

FACULTY ASSEMBLY RESOLUTION 26/1: To Amend the Faculty Code (Patricia Hernandez, Co-Chair, Senate Committee on Appointments, Salary, & Promotion Policies)

As a quorum was never achieved for the meeting, this agenda item was not voted on or discussed.

The meeting was adjourned at 5:17pm.

THE GEORGE  
WASHINGTON  
UNIVERSITY  
WASHINGTON, DC

# Faculty Assembly

2025



---

THE GEORGE  
WASHINGTON  
UNIVERSITY

---

WASHINGTON, DC

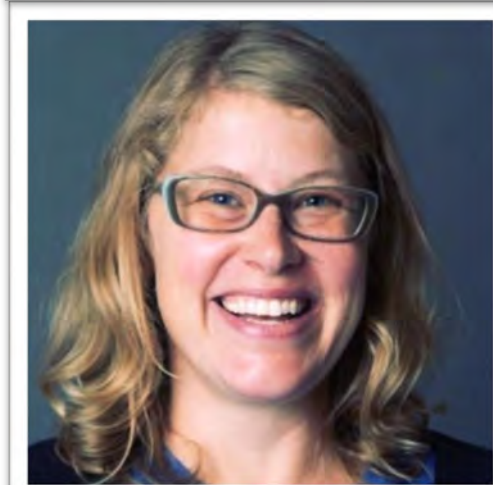
# Columbian College of Arts & Sciences



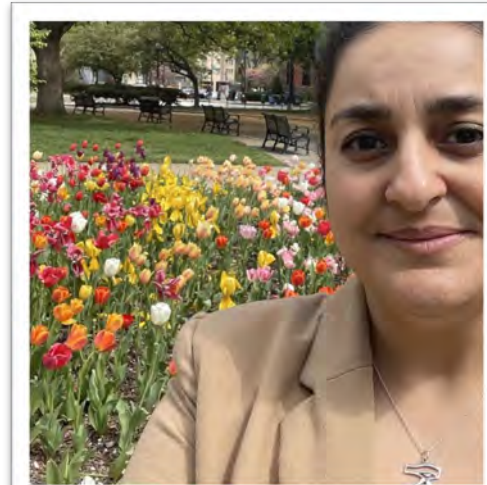
**Veeda Baradar**  
Clinical Assistant Professor  
Department of Speech,  
Language & Hearing Sciences



**Sarah Burnett**  
Assistant Professor  
Department of Data Science



**Jill Davis**  
Amsterdam Assistant  
Professor of Public Policy and  
Public Administration  
TSPPPA



**Vanessa dos Reis Falcao**  
Teaching Assistant Professor of  
Chemistry  
Department of Chemistry



**Lisa Ford**  
Professor of Modern British  
Imperial History  
Department of History



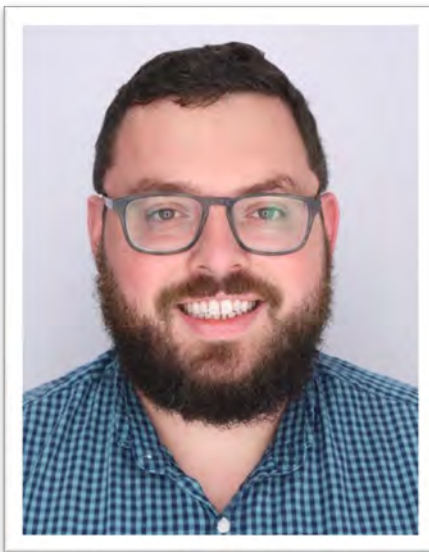
**Herminia Gil Guerrero**  
Teaching Assistant Professor  
Department of Romance, German,  
& Slavic Studies



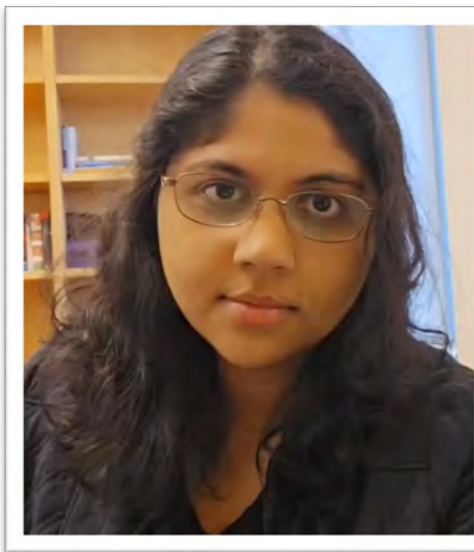
**Derek Holliday**  
Assistant Professor of  
Political Science  
Department of Political  
Science



**Kaori Iwai**  
Teaching Assistant Professor,  
Japanese Language  
Department of East Asian  
Languages & Literatures



**Matthew Kafafian**  
Assistant Professor of Sociology  
Department of Sociology



**Rajeshwari Majumdar**  
Assistant Professor of Media and  
Public Affairs  
School of Media & Public Affairs



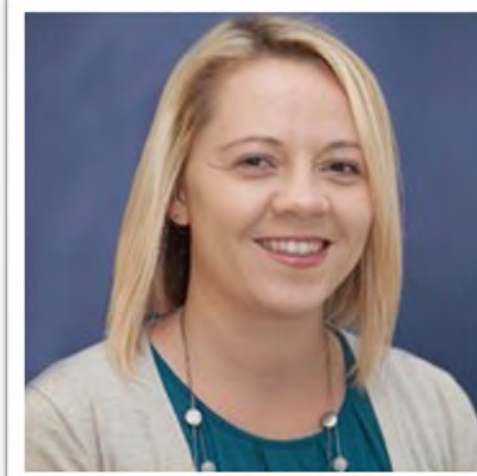
**Tao Peng**  
Teaching Assistant Professor,  
Chinese Language  
Department of East Asian  
Languages & Literatures



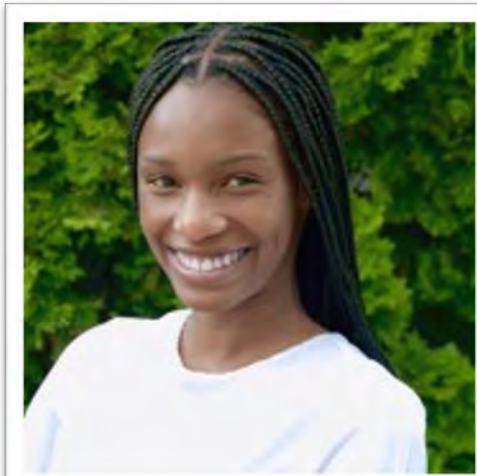
**Christopher Sleet**  
Professor  
Department of Economics



**Alex Smith**  
Assistant Professor of  
Psychology and  
Director of Clinical Training  
Professional Psychology  
Program



**Holly Swanson**  
Teaching Assistant Professor  
Department of Biological Sciences



**Daneele Thorpe**  
Assistant Professor  
Director, Meltzer Center  
Department of Psychological  
& Brain Sciences



**Angelica Walker**  
Assistant Professor of  
Data Science  
Department of Data Science



**Junjun Yin**  
Assistant Professor of Data  
Science  
Department of Data Science

---

THE GEORGE  
WASHINGTON  
UNIVERSITY

---

WASHINGTON, DC

# School of Medicine & Health Sciences

# New FT Regular Faculty (Oct 2024 - Oct 2025)

## Anesthesiology & Critical Care Medicine

<b>Alnesha Banks</b>	Assistant Professor
<b>Luna Chaaban</b>	Assistant Professor
<b>Jauhleene Chamu</b>	Assistant Professor
<b>Swapna Chaudhuri</b>	Professor
<b>Abir Chisti</b>	Assistant Professor
<b>Geoffrey Ho</b>	Instructor
<b>Usman Hyder</b>	Instructor
<b>Sanford Littwin</b>	Associate Professor
<b>Samuel Onyewu</b>	Assistant Professor
<b>David Roberts</b>	Instructor

## Biochemistry & Molecular Medicine

<b>Luis Rodriguez</b>	Assistant Professor
-----------------------	---------------------

## Dermatology

<b>Leslie Castelo-Soccio</b>	Professor
<b>Emily Murphy</b>	Assistant Professor
<b>Emily Nadelmann</b>	Assistant Professor
<b>Leonardo Tjahjono</b>	Assistant Professor

## Emergency Medicine

<b>Frank Parisi</b>	Instructor
<b>Makoto Tanigawa</b>	Assistant Professor
<b>Emily Zhao</b>	Assistant Professor

## Health, Human Function & Rehabilitation Sciences

<b>Elisabeth Hladik</b>	Assistant Professor
<b>Jon Umlauf</b>	Associate Professor

## Medicine

<b>Sami Droubi</b>	Assistant Professor
<b>Yavar Farzanfar</b>	Assistant Professor
<b>Karan Jatwani</b>	Assistant Professor
<b>Melissa Kaltenbach</b>	Assistant Professor
<b>Aarati Poudel</b>	Assistant Professor
<b>Stephanie Teachout</b>	Assistant Professor
<b>Alexis Thurmond</b>	Assistant Professor
<b>Huimin Yu</b>	Associate Professor

## Neurological Surgery

<b>Abdullah Feroze</b>	Assistant Professor
------------------------	---------------------

School of Medicine  
& Health Sciences

THE GEORGE WASHINGTON UNIVERSITY

# New FT Regular Faculty (Oct 2024 - Oct 2025)

---

## Neurology & Rehabilitation Medicine

<b>Ahmet Esat Imal</b>	Assistant Professor
<b>Cemal Karakas</b>	Associate Professor
<b>Ariel Lefland</b>	Assistant Professor
<b>Yingshi Ouyang</b>	Assistant Professor
<b>Elizabeth Record</b>	Assistant Professor
<b>Alexandra Wood</b>	Assistant Professor
<b>Gazelle Zerafati-Jahromi</b>	Assistant Professor

## Obstetrics & Gynecology

<b>Surbhi Agrawal</b>	Assistant Professor
<b>Ivie Eweka</b>	Instructor
<b>Ellen Murphy</b>	Instructor
<b>Swetha Naroji</b>	Assistant Professor

## Ophthalmology

<b>Patrick Burke</b>	Assistant Professor
<b>Laura Kueny</b>	Assistant Professor
<b>Daniel Kulman</b>	Assistant Professor
<b>Asadolah Movahedan</b>	Assistant Professor

## Orthopaedic Surgery

<b>Andrew Lee</b>	Assistant Professor
<b>Tom Pollard</b>	Assistant Professor
<b>Jordan Villa</b>	Assistant Professor

## Pathology

<b>Charmaine Joyce Ilagan</b>	Assistant Professor
<b>Abiye Kassa</b>	Assistant Professor
<b>Shikha Malhotra</b>	Assistant Professor
<b>Iskren Menkovic</b>	Instructor

School of Medicine  
& Health Sciences

THE GEORGE WASHINGTON UNIVERSITY

# New FT Regular Faculty (Oct 2024 - Oct 2025)

## Pediatrics

<b>Ozge Nur Aktas</b>	Assistant Professor
<b>Pascal Amedro</b>	Professor
<b>Jonathan Bacon</b>	Assistant Professor
<b>Haley Bliss</b>	Instructor
<b>Thevaasiinen Chandereeng</b>	Assistant Professor
<b>Mariah Cheaves</b>	Assistant Professor
<b>Jihae Choi</b>	Instructor
<b>Andrea Cohen</b>	Assistant Professor
<b>Alexandra Corley</b>	Associate Professor
<b>Urania Dagalakis</b>	Assistant Professor
<b>Jamie Dubose</b>	Instructor
<b>Folami Duncan</b>	Assistant Professor
<b>Wayne Franklin</b>	Professor

## Pediatrics

<b>Carine Halaby</b>	Assistant Professor
<b>Elizabeth Hart</b>	Instructor
<b>Cristal Hernandez Hernandez</b>	Instructor
<b>Elizabeth Hicks</b>	Assistant Professor
<b>Zaina Inam</b>	Assistant Professor
<b>Nikki Jones</b>	Instructor
<b>Abigail Jones</b>	Instructor
<b>Amanda Khoury</b>	Assistant Professor
<b>Nadine Kibbi</b>	Assistant Professor
<b>Ethan Leonard</b>	Professor
<b>Sarah Magaziner</b>	Instructor
<b>Annette Maldonado</b>	Assistant Professor
<b>Mamatha Mandava</b>	Assistant Professor
<b>Andrew Meshnick</b>	Instructor
<b>Mounika Muttineni</b>	Assistant Professor

## Pediatrics

<b>Grace Nam</b>	Instructor
<b>Thobekile Ndlovu</b>	Instructor
<b>Abena Obeng</b>	Instructor
<b>Megan Prior</b>	Assistant Professor
<b>Megan Regnell</b>	Instructor
<b>Christine Riley</b>	Assistant Professor
<b>Jo Lynne Rokita</b>	Assistant Professor
<b>Alexis Santos</b>	Assistant Professor
<b>Philip Sosa</b>	Assistant Professor
<b>Luca Szalontay</b>	Assistant Professor
<b>Aishwarya Thakur</b>	Assistant Professor
<b>Britany Weissman</b>	Assistant Professor
<b>Taylor Williams-Hamilton</b>	Instructor
<b>Gladys Zimmerman</b>	Assistant Professor

School of Medicine  
& Health Sciences

THE GEORGE WASHINGTON UNIVERSITY

# New FT Regular Faculty (Oct 2024 - Oct 2025)

## Pharmacology & Physiology

**Lauren Woodie** Assistant Professor

## Physician Assistant Studies

**Allison Colby** Assistant Professor

**Nguyen Park** Assistant Professor

## Psychiatry & Behavioral Health

**Tamara Abu-Ramadan** Assistant Professor

**Ayanna Baker** Assistant Professor

**Andrew Barnett** Assistant Professor

**Caitlyn Cap** Assistant Professor

**Kirsty Coulter** Assistant Professor

**Khushbu Gandhi** Instructor

**Afsoon Gazor** Assistant Professor

**Alan Gerber** Assistant Professor

## Psychiatry & Behavioral Health

**Cole Hague** Assistant Professor

**Robin Han** Assistant Professor

**Perrine Heymann** Assistant Professor

**Brienne Kohrt** Associate Professor

**Rebecca Neshkes** Assistant Professor

**Shivani Patel** Assistant Professor

**Lindsay Poole** Assistant Professor

**Benjamin Swanson** Assistant Professor

**Megan Taylor** Instructor

**Paige Trojanowski** Assistant Professor

**Irene Zhang** Assistant Professor

## Radiology

**William Carter** Associate Professor

**Nahla Elsaid** Assistant Professor

**Serena Mao** Assistant Professor

## Surgery

**James Leonard** Assistant Professor

**Adam Thompson** Assistant Professor

School of Medicine  
& Health Sciences

THE GEORGE WASHINGTON UNIVERSITY

---

THE GEORGE  
WASHINGTON  
UNIVERSITY

---

WASHINGTON, DC

# GW School of Law



**Sara Bronin**  
Freda H. Alverson  
Professor of Law



**Caroline Cecot**  
Professor of Law



**Christopher Cotropia**  
David Weaver Research  
Professor of Law



**Andrew Ferguson**  
Professor of Law



**Aram Gavoor**  
Associate Professor of  
Law



**Christopher Havasy**  
Associate Professor of Law



**Kristin Johnson**  
Lyle T. Alverson  
Professor of Law



**Jeremy McClane**  
Professor of Law



**Mary-Rose Papandrea**  
Burchfield Professor of  
First Amendment and  
Free Speech Law



**Robert Parrish**  
Professor of Fundamentals  
of Lawyering



**Maneka Sinha**  
Professor of Law

---

THE GEORGE  
WASHINGTON  
UNIVERSITY

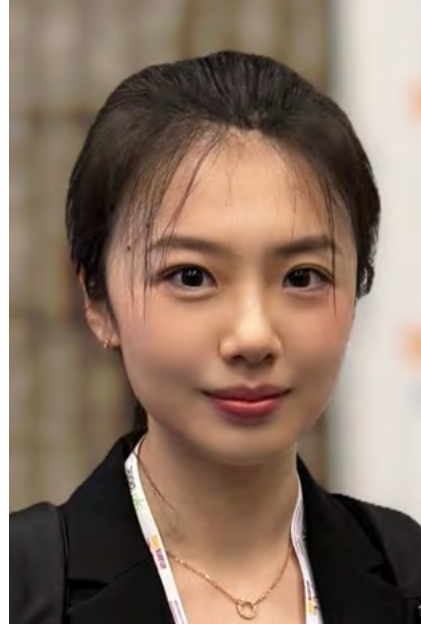
---

WASHINGTON, DC

# School of Engineering and Applied Science

# School of Engineering & Applied Science

THE GEORGE WASHINGTON UNIVERSITY



**Chuchu Chen**

Assistant Professor of  
Mechanical &  
Aerospace Engineering



**Junghun Cho**

Assistant Professor of  
Biomedical Engineering

# School of Engineering & Applied Science

THE GEORGE WASHINGTON UNIVERSITY



**Laura Stegner**  
Assistant Professor of  
Mechanical &  
Aerospace Engineering



**Aya Zirikly**  
Assistant Professor of  
Computer Science

---

THE GEORGE  
WASHINGTON  
UNIVERSITY

---

WASHINGTON, DC

# Elliott School of International Affairs



**Sina Azodi**  
Assistant Professor of  
Middle East Politics and  
Director of Middle East Studies



**Min Jung Kim**  
Assistant Professor of  
International Affairs and  
Associate Director of the Security  
Policy Studies MA Program



**Robert S. Litwak**  
Research Professor  
of International Affairs



**Nilofar Sakhi**  
Associate Research Professor  
of International Affairs

---

THE GEORGE  
WASHINGTON  
UNIVERSITY

---

WASHINGTON, DC

# School of Business



**Michael Tadesse**  
Teaching Instructor in Marketing



**Sevin Yeltekin**  
Professor of Finance  
Dean

---

THE GEORGE  
WASHINGTON  
UNIVERSITY

---

WASHINGTON, DC

# Milken Institute School of Public Health

# Milken Institute School of Public Health

THE GEORGE WASHINGTON UNIVERSITY



**Alison Barkoff, J.D.**  
Hirsh Health Law & Policy  
Associate Professor  
Health Policy and Management



**Matthew Bendall, Ph.D.**  
Associate Research Professor  
Biostatistics and Bioinformatics



**Kelly Gebo, M.D., M.P.H.**  
Michael and Lori Milken Dean of Public Health,  
Milken Institute School of Public Health  
Professor of Epidemiology and of Medicine

# Milken Institute School of Public Health

THE GEORGE WASHINGTON UNIVERSITY



**Xindi (Cindy) Hu, Sc.D.**  
Assistant Professor  
Environmental and Occupational  
Health



**Megan (Meg) O'Brien, Ph.D.**  
Assistant Research Professor  
Epidemiology

# College of Professional Studies



**The Hon. Debbie Mucarsel-Powell**  
Executive Director of the Graduate School of  
Political Management and  
Faculty Director of the Political Management  
MPS Program

---

THE GEORGE  
WASHINGTON  
UNIVERSITY

---

WASHINGTON, DC

# School of Nursing



**Carrie Luong,**  
**DNP, APRN, FNP-BC**  
Assistant Professor

---

THE GEORGE  
WASHINGTON  
UNIVERSITY

---

WASHINGTON, DC

# Women's Leadership Program



**Bella Varela**

Assistant Professor in the Arts

---

**THE GEORGE  
WASHINGTON  
UNIVERSITY**

---

WASHINGTON, DC

---

**Annual Faculty Assembly  
November 12, 2025  
President Granberg Remarks**

Hello and good afternoon, everyone. It's a pleasure to join you for this year's annual Faculty Assembly. I want to give a special welcome to all our new faculty members joining us for the first time. I hope your first academic year at GW is going well. I also want to welcome everyone who is joining on Zoom.

To begin, I would like to thank members of the Faculty Senate and the entire GW community. As you know, a great deal is happening in the higher education space, with rapid and unprecedented changes at the federal level—including the administration's Compact for Academic Excellence in Higher Education—creating uncertainty that is affecting every aspect of our operation. We've also seen changes here at GW that add additional complexity, including the Department of Justice (DOJ) investigation and the visibility of National Guard troops on our campus.

A few headlines on these three items in particular: GW is not signing the Compact, there is no news to report on the DOJ investigation, and we are carefully monitoring the National Guard presence.

In the face of this shifting landscape, the GW community has continued to make tremendous progress across our entire academic enterprise. Our enrollment is holding steady. And—as you'll hear from Provost Lach—our research programs continue to advance. I attribute that progress to the people who make up the GW family and the collegiality, collective effort, and commitment to our mission that you all bring to the table. I also attribute that progress to the principles that guide the leadership team and that guide me as this university's president.

## **LEADERSHIP PRINCIPLES**

In a recent message to campus, I outlined those principles. They are to:

- Put people first, especially at times of challenge;
- Remember why we are here: to provide outstanding education and generate world-changing research;
- Be transparent, safely sharing what we can as soon as we can;
- Seek advice so that we can make good decisions in complex circumstances;
- Keep the big picture in mind; and
- Be accountable.

I hope you will see our commitment to living these values throughout my report.

## **BUDGET UPDATE**

I'd like to start with a brief budget update. I am pleased that we are continuing to make progress on closing the FY26 budget gap and addressing the structural deficit. Getting to this point has required some very difficult decisions—most notably the recent layoffs—which we approached with deep respect and care for those affected, including the colleagues who left and those who continue to serve our community.

Although not without their downsides, these efforts to control our budget have helped us strengthen our financial footing. We're committed to keeping the community informed and expect to share an update on our progress before the end of the semester.

GW, the Medical Faculty Associates (MFA), and University Health Services (UHS) are engaged in negotiations regarding a new physician group affiliation that will sustain both GW's academic medical enterprise and the provision of patient care at GW Hospital and Cedar Hill Regional Medical Center. I want to thank faculty from the School of Medicine and Health Sciences (SMHS), including faculty senators, who are participating in this effort and focused on issues critical to any final agreement, including quality, research support, and the continued excellence of GW's educational programs.

## **STRATEGIC FRAMEWORK LAUNCH**

GW's new Strategic Framework officially launched last month, and I want to thank everyone who has helped shape this roadmap for GW's future. The framework represents the collective vision of our community. It has been shaped by the ideas and insights of hundreds of people, including Faculty Senate members as well as our faculty and staff more broadly.

I would like to thank those who are serving on the first working groups convened to advance specific goals in the Strategic Framework, including:

- the Working Group on Building an Interdisciplinary Research Ecosystem, co-chaired by Interim Vice President Bob Miller and Dean Dayna Matthew;
- the Working Group on Expanding and Embedding D.C. Experiences, co-chaired by Vice President Colette Coleman and Dean Alyssa Ayres; and
- the Working Group on Enhancing Career and Academic Advising, co-chaired by Vice President Jay Goff and Dean Paul Wahlbeck.

You can see a full list of the working group rosters and their charges on our new [strategic framework website](#).

All three working groups have already had initial meetings, and I look forward to hearing more about their progress. As these groups proceed, they will develop methods to engage campus stakeholders in their work, and you will hear more about those opportunities in the weeks to come.

## **WORKING GROUPS ADVANCING GW'S AGENDA**

We also have a number of other working groups to engage the community and seek input on key aspects of the university.

Chief Financial Officer Bruno Fernandes has convened the Budget Matters Working Group to assess the potential impact of proposed cost-saving measures, revenue-generating opportunities, and operational efficiencies presented by the administration. Meeting bi-weekly throughout the semester, this group is also charged with identifying additional ideas and opportunities that could help strengthen our financial position while supporting our mission and community.

Interim Provost John Lach also recently convened the first meeting of the Federal Matters Working Group, tapping faculty expertise to help guide GW's response to potential federal government requests or requirements that may arise should we find ourselves in any kind of negotiation or discussion with the DOJ. This group consists of 13

faculty members representing all schools and colleges as well as members of the administration and Office of General Counsel and is due to meet at least three times to develop its recommendations. This work is highly sensitive and consequently is under attorney-client privilege, which is a new level of involvement for faculty at GW and allows the university to benefit from those with particular expertise.

Chief People Officer Sabrina Minor and Chief of Staff Scott Mory have also convened the Workplace Flexibility Discussion Group to develop recommendations on additional measures to support flexibility in the workplace while exploring ways to promote a stronger sense of community among staff on campus. This group of more than 40 staff colleagues from across GW, including Staff Council representatives, has already identified several potential quick wins for us to consider.

Lastly, I appointed a steering committee from across GW to guide the development of a new mission statement. Under the leadership of Chief of Staff Mory and Deputy Provost Terry Murphy, we are currently engaging the Board of Trustees, GW leadership, the Faculty Senate, the Staff Council, and the Student Government Association in identifying critical elements of a potential new mission statement ahead of presenting a proposal to the larger community later this academic year. We look forward to sharing more about this initiative with the broader community soon.

These working groups exemplify our shared commitment to openness, collaboration, and collective problem-solving. They also bring diverse voices and perspectives to the table to help strengthen decision-making. The generosity of so many who are contributing insights and energy is a powerful reminder of our community's deep investment in the university's future and our shared belief in what we can achieve together.

## **ADVANCEMENT AND ENGAGEMENT ACTIVITIES**

From large alumni gatherings in Northern Virginia, Maryland, and right here on campus to small roundtable discussions, I have met with alumni, donors, and friends of the university on a regular basis to share updates and help foster a sense of community and lifelong connections to GW.

This includes the annual Alumni and Families Weekend which welcomed more than 2,600 alumni, current students, and their families. Throughout the weekend, we hosted events—both large and small—from the Spirit of GW Awards to school and college open houses, alumni and family leadership groups, and student organization reunions.

Among the most well attended and popular events were the faculty lectures, each one sponsored by a school or college. They were all at full capacity, and the feedback from alumni and parents was overwhelmingly positive. This speaks to the intellectual curiosity and commitment of our alumni and parent communities.

My heartfelt thanks to everyone who helped make this weekend such a success, especially my faculty colleagues who generously shared their time and research. I'm also deeply grateful to the staff in Student Affairs, University Events, University Advancement, and the Office of Communications and Marketing for their creativity, care, and hard work in helping the university shine.

In addition to Alumni and Families Weekend, I have continued convening Roundtable conversations across the country with the latest taking place in Boston. These small, conversational gatherings with alumni and friends are a wonderful way to share what's happening at the university and to listen to the perspectives of those who care deeply about GW's future. In Boston, Professor Zoe Szajnfarder led a thoughtful discussion on *trustworthy artificial intelligence*, an outstanding example of how GW faculty are advancing important conversations and showcasing the university's thought leadership across the country and around the world.

I want to thank the faculty and staff who have hosted me at on- and off-campus events, invited me to make remarks, joined me for coffee, and graciously opened your classrooms for me to visit. This year, I've had the pleasure of joining classes in the Columbian College of Arts & Sciences, the School of Medicine and Health Sciences, Law, and the Elliott School of International Affairs and seeing first-hand what a GW education looks like.

Every one of these experiences foregrounds our mission, our people, and the big picture here at GW. Not only that, but Professor Vissa's Psychosocial Aspects and Health and Illness course also took me back to my own days as an active researcher and faculty member since that was one of my areas of specialty. I could think about my past while also seeing the future in those GW students, and I can think of nothing more exhilarating.

## **LEADERSHIP UPDATES**

We have seen some leadership changes across a number of offices over the course of the last few months. In the Provost's Office, John Lach is now serving as Interim Provost and Executive Vice President for Academic Affairs, and Emily Hammond has stepped in as Interim Vice Provost for Faculty Affairs.

With regard to the search for the next provost, the position profile has been published, and you can review it on the Provost search website. The committee is meeting next month to discuss logistics for the candidate application review taking place after the first of the year, and we expect virtual interviews of the preliminary candidates to take place in February.

We welcomed David Unruh as Vice President for University Advancement in August. As you may recall, when I announced the search for this position last March, I also announced the adjustment to the unit's name, changing it from Donor and Alumni Relations to the Division of University Advancement. This new name better reflects the vital role this unit has played and will continue to play as we lay the groundwork for our next capital campaign and steward the critical relationships that help define GW as an institution.

Among deans, we welcomed Sevin Yeltekin as dean of the GW School of Business and Kelly Gebo as the Michael and Lori Milken Dean of the Milken Institute School of Public Health. Professor Jason Zara stepped in as interim dean of the School of Engineering and Applied Science, and Professor Lionel Howard is serving as interim dean of the Graduate School of Education and Human Development (GSEHD).

And in early August we installed Victor Brito as chief of the GW Police Department. I want to thank Captain Ian Greenlee for stepping in to serve as acting chief of the GWPD during the search process.

## **CLOSING: TWO FINAL NOTES OF PROGRESS**

I would like to close my report by highlighting two final notes of progress.

First, at last year's Faculty Assembly, I announced the launch of the Humanitarian Internship Program (HIP). I am delighted to share that this program has been a resounding success that came at a critical time. We were able to raise enough funding to place 20 GW students in summer internships with some of the world's leading humanitarian relief organizations such as World Central Kitchen, Jubilee Housing, Engineers Without Borders, and others. These internships gave our students more than just professional experience; they offered first-hand opportunities to support vulnerable communities, confront global challenges, and help shape a more just and compassionate world.

When we launched the program, we didn't know that it would arrive at a pivotal moment for humanitarian organizations both here in the District and around the world. Many of those organizations have been hit hard by funding cuts. Our students stepped into that gap, bringing much needed effort, but also creativity, technical expertise, and a deep sense of purpose. I want to thank Kelley Bishop and the entire team in both my office and the Career Center that has made this program such a success for our students and our partner organizations.

And second, I want to recognize several of the anniversaries the university has celebrated this year, including:

- The Textile Museum Centennial Celebration—congratulations to museum director John Wetenhall and his team
- 90 Years of the GW Department of Statistics—congratulations Professor and Chair of the department Feifang Hu. This milestone was celebrated with a conference titled "The Past, Present and Future of Statistics in the Era of AI"
- 50 years of the Smith Center—congratulations to Athletics Director Michael Lipitz and the team in Athletics
- 35 years of the Stephen Joel Trachtenberg Scholars Program—thanks to Helen Cannaday Saulny
- The 25th Anniversary of the Center for the Advanced Study of Human Paleobiology—congratulations to center founders Professor Bernard Wood and Professor Alison Brooks
- 15 years of the Honey W. Nashman Center for Civic Engagement and Public Service—special thanks to Professors Nashman, Peter Konwerski, and center director Amy Cohen.
- 10 years of the Cisneros Hispanic Leadership Institute—special thanks to Gil and Jackie Cisneros, who endowed the center, and to Professor Elizabeth Vaquera and Trey Johnston, who run the center

New programs like HIP and anniversaries like these demonstrate our values and are progress markers. They remind us how far we've come—through challenge and change—but they also allow us to look forward and to imagine what the next ten, fifty, or one hundred years might bring. What are the needs of tomorrow that we are preparing our students for today?

We can't predict the future, but we can say with certainty that our community, our mission, and our values have prevailed for more than two centuries in the face of our own country's Civil War, world conflict, and uncertainty categorically different from what we face today. Together, we have reached this moment of accomplishment and impact, and together we will move forward.

As we look out over the years, may we honor our history by building for the future: lifting up, supporting, and trusting one another, expanding the reach of knowledge, and shaping a better and greater world. The best that we can do as we move forward is to remember always that we are walking in the footsteps of giants, living proof of the power of George Washington's vision, of the many people who made this the university it is today, the role this university plays in educating leaders of every sort, and strengthening our democracy.



**Fall Faculty Assembly**  
**November 12, 2025**  
**Interim Provost Lach's Remarks**

It's a pleasure to deliver this report in my role as interim provost and executive vice president for academic affairs, and I want to take a moment to thank everyone who has welcomed and supported me in my first four and a half months in this role.

It's been a very steep learning curve — the proverbial drinking from a firehose — but it's been an incredibly rewarding time, as I have met many new members of the community and have formed closer working relationships with colleagues I already knew.

One of the things I was most excited about when President Granberg asked me to take on this role was the opportunity to get to know more about, and work with, our world-class faculty. I continue to be amazed by how committed our faculty are to advancing GW's mission with excellence and to learn how they are doing so in myriad ways. As you heard in the president's report, there is a LOT going on at the university, and I will share a few more updates in my report in just a moment.

As President Granberg said, our forward progress as a university would not be possible without the shared efforts of our entire community and the way members of our community support one another. I shared in my start of semester message that it is part of the very DNA of our university to offer a welcoming and supportive environment for those with a variety of perspectives and identities so that all can succeed and thrive here. This includes giving space for civil discourse and constructive dialogue so that we can challenge each other while making our university community stronger, and advance knowledge to make our world a better place. Of course, academic freedom plays a critical role in this — in our ability to fulfill our own personal and professional goals and in how we support others in doing the same, while all working together to advance our university mission with excellence.

One key example of this engagement in action is our Strategic Framework. From participation in town halls over the last year to engagement with last month's launch, our community worked together to create this framework, and the community's continued engagement will ensure its success. Indeed, GW's greatest strength is our people, and the Strategic Framework will continue to be driven by our incredible faculty, students, staff, alumni, partners, and friends. I am very much looking forward to what comes next.

Now, onto a few items of business.

**Research Enterprise**

As we focus on generating and amplifying scholarship with impact through the strategic framework, I'm pleased to share some significant advancements in our research enterprise, where incredible strides in scholarship and innovation are happening across all ten of our schools and colleges.

**GW remained a research powerhouse in fiscal year 2025, continuing its upward trajectory in recent years.**

GW's HERD-validated federal R&D expenditures nearly doubled over the last 15 years, growing to just under \$180 million in FY24, and our total sponsored research expenditures for FY25 was about \$235 million. GW has the highest total federal R&D expenditures among all colleges and universities located in the nation's capital and is ranked #22 in federal R&D expenditures in the social sciences.

**GW faculty excellence and impact can be seen on many fronts:**

- Citations of GW faculty publications are up 195% from 2015 to 2024;
- Over 60 GW-authored books were published each year, on average, from 2014 to 2023, and GW ranks 8<sup>th</sup> among all AAU institutions on books published per faculty member; and
- Our faculty have received over 90 of what the AAU calls "highly prestigious" awards, fellowships, and memberships, including in the National Academies and other societies.

**GW continues to nurture a strong culture of innovation and entrepreneurship.**

- Within the last few years, GW was in the top 100 U.S. institutions granted utility patents and was ranked #26 in patents per research expenditures;
- GW has created over 350 new ventures since 2010;
- There has been over \$1.8 billion in follow-on funding for GW-led startups since 2010; and
- Over \$100,000 in New Venture Competition prizes were awarded in 2025.

**Of course, we continue to monitor the impact of federal actions on our research enterprise.**

As of today, GW has had 62 externally-funded awards terminated. 35 of those were direct awards, and 27 were subawards. These terminations span ten schools and units, with \$7.2 million in losses in the current period and \$10.5 million in losses in the out years.

In close consultation with impacted PIs and legal counsel, GW has filed 17 appeals for reinstatement. Eight awards, three with GW as a prime recipient and five with GW as a sub-awardee, have been reinstated. We continue to track the status of pending appeals and file new ones as cases arise.

**Budget Model**

We continue to make progress on our initiative to review and enhance our budget model to best support our academic aspirations. We have been assessing the limitations and challenges of our current budget model and fiscal planning process, and we have been surveying AAU and market basket peers for best practices in their approaches to their own models and processes. This has led us to envision a new budget model and fiscal planning process that clarifies revenue and expense allocations, emphasizes transparency and multi-year planning, enables collaboration and governance, and supports our Strategic Framework goals and priorities. We are also evaluating a new software tool to modernize our financial planning, analytics, and reporting.

This work is informed by our partners at Grant Thornton and by regular input from the Deans and a Faculty Advisory Group that is led by Susan Kulp and Joe Cordes, co-chairs of the Faculty Senate Fiscal Planning & Budgeting Committee and that includes representation from all 10 schools and colleges.

We are anticipating a concurrent budget process in FY27 to iron out any final issues with the new model and a full implementation by FY28.

### **Middle States Reaccreditation**

As you know, the Middle States Commission on Higher Education (Middle States) is GW's institutional accreditor recognized by the U.S. Department of Education. GW was last evaluated in 2018, and universities accredited by Middle States undergo a comprehensive evaluation at least every eight years, so we are in the midst of our self-study process.

To date, we have launched the self-study by forming our Steering Committee and selecting co-chairs; our Middle States liaison met with the university community; seven working groups were formed around the seven Middle States standards for accreditation; and we created a study design.

Now, the working groups are researching GW's compliance with Middle States' standards, meeting with stakeholders, gathering information, and analyzing data.

The Steering Committee held an information session for the university community on Thursday, October 30, discussing the standards for accreditation, GW's approach to the self-study, and how the community can be involved in the process. The presentation slides are available on the [Middle States section of the Office of the Provost website](#). Engagement is also taking place with key groups, including the Faculty Senate, Staff Council, and Student Government Association. In the Spring, the Steering Committee will complete a draft of the self-study, and a chair for the visiting team will be selected.

Looking ahead to next academic year:

- In Fall 2026, we will host the community comment period, and the visiting team chair will visit campus, and the final self-study will be sent to the Middle States visiting team;
- In Spring 2027, the visiting team will come to campus; and
- In Summer 2027, final results will be shared.

In all, we are very confident in the quality of our programs and how we're administering them, and we feel very well-prepared for the remainder of this process. I am grateful to the university community for its interest and participation in this process.

### **U.S. News and World Report Rankings**

On September 9th, U.S. News and World Report released its 2026 Best Colleges edition, and GW ranked 59th overall among national universities.

This marks an improvement of four spots, up from 63rd last year and 67th the previous year, and is GW's highest position since the 2019 edition. Now, as we know, rankings can be fickle. But this year, GW's move into a higher tier group reflected meaningful progress on some important measures of success, most notably a higher graduation rate among our Pell-eligible students.

In addition, GW earned top 100 spots on several U.S. News and World Report “best of” lists, including a No. 30 ranking for study abroad. GW was also ranked 90th for Best Colleges for Veterans, a two-spot improvement from last year, and 93rd for Best Value Schools.

GW was also featured among the best undergraduate academic programs in various disciplines:

- No. 5 for International Business
- No. 28 in Nursing
- No. 66 in Economics
- No. 77 in Undergraduate Engineering

### **Community Engagement**

Finally, amidst my daily meetings and responsibilities, I have been fortunate to have opportunities to step outside of my office and celebrate academic excellence and engage with our community on a personal level. These opportunities have included endowed professorship installations, like the installation of Dr. Kelly Gebo as the Michael and Lori Milken Dean of the Milken Institute School of Public Health; Alumni and Families Weekend; last week’s Interfaith Dinner; and my new Pizza with the Provost series, where I am visiting different locations around campus to meet with students and talk openly about the GW community, the student experience, and their priorities for the academic year.

I really do enjoy having these opportunities to engage with the community outside of my regular meeting cadence and look forward to many more.



## Faculty Senate

**Report on Faculty Senate Activities**  
**Professors Guillermo Orti and Amita Vyas**  
**Temporary Co-Chairs, Faculty Senate Executive Committee**  
**November 12, 2025**

On behalf of the Faculty Senate, we 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 very active since the last Faculty Assembly meeting in October 2024. Over the course of the past year, the Senate heard updates and engaged in discussion on many key topics, including the Medical Faculty Associates, issues resulting from the Spring 2024 encampment, the university's new policy review process, the structural budget deficit, and national stressors on higher education and GW in particular. In addition, the Senate is actively engaged in conversations involving enrollment, university finances, research, salary equity review, Core Indicators of Academic Excellence, campus security, and campus facilities.

A series of eight resolutions were adopted by the Senate since the last meeting of the Assembly:

- [25/4](#): To Amend the Senate Bylaws
- [25/5](#): To Extend the Approved Temporary Changes to the Code of Academic Integrity
- [25/6](#): To Support GW Students in Their Educational Endeavors (calling to support all students in good academic standing without regard to their political views)
- [25/7](#): To Reduce Barriers for Transfer Students
- [25/8](#): Of Appreciation for Ilana Feldman
- [25/9](#): To Maintain the University's Commitment to Tenure
- [26/1](#): Of Appreciation for Provost and Executive Vice President Christopher Alan Bracey
- [26/2](#): On Prioritizing Education at GW (calling to use university resources for meeting the needs of students rather than on paying expensive outside consultants)

Detailed meeting minutes, as well as all resolutions and reports to the Senate, are available on the [Senate website](#). We 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 of Trustees at its May 2022 meeting, FSEC has been meeting with the Board's Executive Committee on a regular basis. These discussions continue to be collegial and productive and are a welcome connection during extremely challenging times for the university and higher education more broadly. However, recent actions by the Board suggest that the

current model of shared governance has room for improvement. Those actions include declining or vetoing faculty recommendations such as:

- 1) by the Assembly to amend the Faculty Organization Plan for the creation of a Faculty Consultative Committee to advise and consult with the Board of Trustees in the search for a new President for the University (as endorsed by this Assembly last year in [FA 25/1](#)), and
- 2) by the Senate to amend the Faculty Code to protect tenure (as recommended in FA 26/1, on today's Assembly agenda.

The Board's earlier feedback or direct engagement with the Faculty Senate or its standing committees would enable more effective collaboration to achieve common goals in support of the mission of this University.

The Faculty Senate remains deeply concerned with the current fiscal environment and the staff and faculty layoffs, especially in light of a resolution endorsed by the Senate 5 years ago, [SR 21/4](#) "On Budgetary Austerity Principles," stating that "any budgetary shortfalls should prioritize discretionary spending reduction and efficiency implementation, as identified through Senate-administration collaboration, and rely on furloughs and layoffs only as a last resort." The recent suspension of faculty and staff hiring and the implementation of the position review process for new hires continue to be areas of concern as are the financial impacts of the Medical Faculty Associates on the University Budget.

In closing, we anticipate this year will require robust faculty involvement in these issues and, more generally, to support academic freedom, and in the continued work toward implementing 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 and the search for GW's next Provost. As ever, we 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.



## Introduction to Assembly Resolution 26/1

**Senate Resolution 25/9, A Resolution to Maintain the University’s Commitment to Tenure,”** adopted by the Faculty Senate in April 2025, is a resolution co-sponsored by the Appointments, Salary, and Promotion Policies (ASPP) and Professional Ethics and Academic Freedom (PEAF) committees. The resolution calls on the administration to uphold the University’s long-standing commitment to tenure and the integrity of the tenure-track system through an amendment to the Faculty Code. The amendment aims to ensure that the proportion of tenured and tenure-track faculty is accurately and transparently monitored, especially in the context of rising numbers of non-tenure track positions and the progressive decline in the percentage of tenured and tenure-track faculty. The Core Indicators reports have shown a progressive decline in the percentage of the faculty that is tenured or tenure-track, which can be confirmed through the faculty dashboards. This decline has prompted ASPP to monitor these percentages as part of its official charge.

Simply put, **the amendment proposes amending the Faculty Code so that the calculation of the thresholds of tenured and tenure track faculty includes Specialized Faculty. The amendment maintains existing exemptions of certain schools from the tenure/tenure-track thresholds:** the School of Medicine and Health Sciences, the School of Nursing, the Milken Institute School of Public Health, and the College of Professional Studies.

Currently, the Faculty Code states that non-tenure-track appointments among Regular Faculty shall not exceed 25% in any school, and that no department shall have fewer than 50% tenured or tenure-track faculty. The amendment adds a new section G that clarifies that for the purpose of these thresholds, the proportions of Regular and Specialized Faculty be combined to assess compliance with the 25% and 50% requirements.

By formally including Specialized Faculty in the denominator, the amendment aims to achieve two goals. First, the University can accurately gauge if schools and departments are adhering to the intended structure of the faculty composition. Second, specialized faculty are recognized as an integral part of GW’s full-time faculty, thereby recognizing the essential role of all full-time faculty in advancing GW’s academic excellence.

The resolution responds to the University’s aim to be a preeminent research institution in which tenure and a robust tenure-track system play a fundamental role in maintaining R1 status and our membership in the AAU, as well as encouraging academic freedom and innovative research, and a world-class faculty. Importantly, the resolution affirms that specialized faculty, who make up an increasingly significant part of GW faculty, are an integral part of GW’s full-time faculty.

In September of this year, President Granberg let FSEC know that the Board is not prepared to make the proposed change to the Code as stated in Resolution 25/9, but the Interim Provost and Interim Vice Provost for Faculty Affairs are ready to work with ASPP and PEAF to explore the problem and find another solution. A shared subcommittee (including members from both PEAF and ASPP) is being formed to have discussions with the administration, specifically with the Provost John Lach and Vice Provost for Faculty Affairs Emily Hammond, to assure that GW maintains its commitment to tenure.

Given that the Board is unwilling to consider the changes to the Faculty Code outlined in Resolution 25/9, and that the administration has signaled that they are willing to discuss alternative ways of protecting tenure, we recommend that we postpone to the next Faculty Assembly meeting. At that time, we should have a much better understanding of the most productive path going forward, which may entail a new resolution.

Appointments, Salary, and Promotion Policies (ASPP) Co-Chairs  
Professional Ethics and Academic Freedom (PEAF) Co-Chairs  
October 30, 2025

---

# THE GEORGE WASHINGTON UNIVERSITY

---

WASHINGTON, DC

## A RESOLUTION TO AMEND THE *FACULTY CODE* (FA 26/1)

**WHEREAS**, Article II, Section 4, Item 3 of the *Faculty Organization Plan* states that the Faculty Assembly shall:

“Act as a referendum body on questions referred to it for that purpose by the Senate;” and

**WHEREAS**, the Committees on Appointments, Salary, and Promotion Policies and Professional Ethics and Academic Freedom have made a recommendation for amendments to the *Faculty Code* as outlined in Senate Resolution 25/9 ([attached](#)); and

**WHEREAS**, the Faculty Senate has approved the adoption of these amendments as noted in Senate Resolution 25/9;

### **NOW, THEREFORE, BE IT RESOLVED BY THE FACULTY ASSEMBLY OF THE GEORGE WASHINGTON UNIVERSITY**

1. That the recommended amendments to the *Faculty Code* as outlined in Senate Resolution 25/9 be adopted; and
2. That these amendments so adopted be submitted to the Board of Trustees for its consideration at its next regular meeting.

OFFERED BY THE SENATE VIA PETITION TO THE PRESIDENT AS CHAIR OF THE ASSEMBLY, PURSUANT TO SENATE RESOLUTION 25/9, APPROVED BY THE SENATE  
ON APRIL 11, 2025



## Faculty Senate

### A RESOLUTION TO MAINTAIN THE UNIVERSITY'S COMMITMENT TO TENURE (25/9)

- WHEREAS,** Article I.B and Article I.C of the Faculty Code define two principal grades of academic personnel—Regular Faculty and Specialized Faculty—yet Specialized Faculty are not currently recognized within the Code as part of the Regular Faculty for the purposes of counting tenured and tenure-track faculty;
- WHEREAS,** the teaching, service, and/or research contributions of Specialized Faculty are significant and vital to the functioning of the University;
- WHEREAS,** Article IV.C of the Faculty Code affirms that The George Washington University (GW) aspires to be a preeminent research university, for which tenure and a robust tenure-track system are fundamental;
- WHEREAS,** tenure is necessary to ensure Research 1 universities are at the forefront of research and innovation, and the criteria for membership in the Association of American Universities are closely correlated with the freedoms and responsibilities inherent to tenure;
- WHEREAS,** Article I.B of the Faculty Code stipulates that, except for the School of Medicine and Health Sciences, the School of Nursing, the Milken Institute School of Public Health, and the College of Professional Studies, the proportion of Regular Faculty serving in non-tenure-track appointments shall not exceed 25 percent in any school, nor shall fewer than 50 percent of a department's Regular Faculty appointments be tenured or tenure-track;
- WHEREAS,** Specialized Faculty are not included in these calculations under the current Code because, by definition, they are not considered Regular Faculty;
- WHEREAS,** Specialized Faculty now compose an increasing proportion of the full-time faculty at GW, obscuring the intent of the 25 percent/50 percent thresholds set forth in Article I.B;
- WHEREAS,** the denominator for calculating the proportion of tenured and tenure-track faculty should accurately reflect the current and actual composition of GW's full-time faculty; and
- WHEREAS,** there is an established pattern of non-compliance with Article I.B as written, owing in part to the exclusion of Specialized Faculty from the relevant calculations;

**NOW, THEREFORE, BE IT RESOLVED BY THE FACULTY SENATE OF THE  
GEORGE WASHINGTON UNIVERSITY**

- That the Faculty Senate of The George Washington University calls upon the administration to adhere to the established intent of Article I.B and maintain the University's commitment to tenure and a strong tenure-track faculty; and
- That the Faculty Senate hereby proposes the following amendment (Exhibit 1) to the Faculty Code to ensure consistent and transparent compliance with the 25 percent/50 percent thresholds.

Appointments, Salary, & Promotion Policies Committee  
Professional Ethics & Academic Freedom Committee  
April 2, 2025

Adopted as amended by the Faculty Senate  
April 11, 2025

## Exhibit 1

### Redline Version of Proposed Amendments

#### I. GRADES OF ACADEMIC PERSONNEL

*Amend Section B*

##### B. Regular Faculty

Regular Faculty are full-time faculty members with the title of university professor, professor, associate professor, assistant professor, and instructor who are tenured or tenure-track, and non-tenure-track full-time faculty members who are on a renewable contract, do not hold either a regular or tenured appointment at another university, have a nine or twelve month appointment and who have contractual responsibilities for all of the following: research, teaching, and service. ~~However, the proportion of regular faculty serving in non-tenure-track appointments shall not exceed 25 percent in any school, nor shall any department have fewer than 50 percent of its regular faculty appointments either tenured or tenure-track. The foregoing shall not apply to the School of Medicine and Health Sciences, the School of Nursing, the Milken Institute School of Public Health, and the College of Professional Studies~~

*Add new section G*

##### G. Proportion of Tenured or Tenure-track Faculty

Except for research faculty, the School of Medicine and Health Sciences, the School of Nursing, the Milken Institute School of Public Health, and the College of Professional Studies, the proportion of the Regular and Specialized Faculty serving in non-tenure-track appointments shall not exceed 25 percent in any school, nor shall any department have fewer than 50 percent of its Regular Faculty appointments in tenured or tenure-track positions.