



**MINUTES OF THE REGULAR SENATE MEETING  
HELD ON MAY 3, 2020  
VIA WEBEX**

Present: President LeBlanc; Provost Blake; Faculty Senate Executive Committee Chair Wilson; Parliamentarian Charnovitz; Registrar Amundson; Senate Staffers Liz Carlson and Jenna Chaojareon; Deans Feuer, Goldman, Henry, Jeffries, Lach, and Mehrotra; Interim Deans Bracey and Wahlbeck; Professors Agnew, Baird, Borum, Cohen-Cole, Cordes, Costello, Galston, Garris, Griesshammer, Gupta, Gutman, Johnson, Khilji, Kurtzman, Lewis, Marotta-Walters, McHugh, Moersen, Mylonas, Orti, Parsons, Perry, Prasad, Rain, Rao, Roddis, Sarkar, Schumann, Subiaul, Suter, Swaine, Tekleselassie, Tielsch, Vonortas, Wagner, Wilson, Wirtz, Yezer, and Zara.

Absent: Deans Bass and Brigety; Interim Dean Deering; Professor Eleftherianos.

CALL TO ORDER

The meeting was called to order at 2:10p.m.

APPROVAL OF THE MINUTES

The minutes of the April 3, 2020, Faculty Senate meeting were approved unanimously without comment.

WELCOME TO NEWLY ELECTED SENATORS

President LeBlanc recognized the Senators (on the attached list) whose terms are beginning with this meeting.

REPORT: Remarks from the Board Chair (Grace Speights, Chair, GW Board of Trustees)

Chair Speights expressed her appreciation for the invitation to speak at today's meeting, noting that, when she spoke with the Senate in the fall, no one could have imagined the present situation. She noted that this has been a challenging time for everyone and expressed her hope that everyone present and their families are staying well and healthy. She offered the following remarks:

“Virtual instruction comes with its challenges, but it’s been incredible to see the faculty come together so quickly to ensure our students continue to get a great education. I had a call earlier this week with several students, and I asked them how online and remote teaching was going, and I got nothing but positive feedback; I want to express my appreciation for your ability to shift to online teaching, especially for those who don’t normally do it. I want to thank Professor Sylvia Marotta-

Walters for her partnership over the last year. Sylvia and I talked and got together quite a bit over the last year, and she was a great resource for me as I began my first year as Chair. I am looking forward to working with Professor Arthur Wilson over the next year. Professor Wilson and I, along with Sylvia, had an opportunity to have a WebEx meeting earlier in the week; we were able to share ideas, but more importantly we were able to get to know each other by sharing a little bit about our backgrounds; it was a very interesting conversation. I'm looking forward to getting to know him better and to working with him. I also want to take a moment to thank President LeBlanc for all the work that he has been doing for our University, especially during this very difficult time. We are glad to have him at the helm as we navigate what is ahead for the university. When I met with you all in the Fall, the intent was to use this time with you in the spring to update you all on the strategic plan. Today, as you know, the strategic planning process is paused, but I thought I would still use this time to give you some updates on what we have been working on as a board over the past few months, including how we are managing the challenges to our community and institution posed by this very terrible pandemic.

“The world has certainly changed in the last few months and as you know, GW – or any university – is not immune to those changes. No one could have predicted the magnitude of this pandemic. President LeBlanc and his administration have done a remarkable job, working diligently and tirelessly to steer our institution through this crisis and prepare us for the future. I know the future of higher ed is now being covered by all major news outlets. We cannot underestimate the impact this pandemic will have on our institution, as well as on all colleges and universities in this nation and throughout the world. We will have significant revenue losses—there is no doubt about that-- and we are working on contingency planning, where we are discussing various operating scenarios and the impact those scenarios will have on our University. Our Board of Trustees is meeting next week, and, at that meeting, we will dive in deeper into some of these contingency plans, scenarios, and possible outcomes.

“There are some tough decisions ahead when it comes to the Board’s fiduciary responsibilities. President LeBlanc will be sharing an update on some of the steps and measures the administration is considering to mitigate this crisis. Typically, our May meeting includes budget approval decisions, and this year will obviously be challenging given the disruption this pandemic has caused. As a Board, we will be taking a very close look at the finances of the university and will work together with the administration to ensure that we take a thoughtful approach. It is important to remember that the Board has a fiduciary responsibility to ensure the financial health of our institution in the years to come. With that in mind, tapping the endowment or reserves today would not be a prudent decision or in the best interests of GW because it will hamper our financial standing in the future. We cannot sacrifice our long-term future to resolve the challenges posed by this pandemic. I assure you transparency as we move forward and appreciate all the words of support you have offered as we have dealt with this unprecedented crisis. President LeBlanc will be soliciting your ideas and feedback as to how to move forward to lessen the financial impact on the University as a result of this crisis, and the Board looks forward to hearing from President LeBlanc the ideas and feedback that you share with him on how we should be moving forward.

“I would like to give you a couple of updates on some of the task forces that we appointed and had over the last year. The Task Force on Naming held a meeting at the start of the month to discuss GW’s history and questions regarding the processes for naming and the potential re-naming of structures on campus. As I’m sure you know, this is an issue that the students have been raising for quite some time, and I put together this task force to come up with the principles and process for

dealing with issues when there is a question about naming or renaming a building or structure. The task force has posted its principles online and is asking the community to weigh in with their opinions on the [Task Force on Naming website](#). Naming Task Force Chair Chichester is relying on getting feedback to help drive this work, so I encourage you to share this with any interested members of the university community. With a goal of complete transparency on this sensitive topic, Chair Chichester also hosted online town hall discussions this week to hear ideas and concerns from the community. There are very strong opinions on this topic, and we appreciate that no one is shy about getting their views heard. I encourage faculty and the rest of the University community to visit the Task Force on Naming website where we are soliciting feedback about what is important to you. I also want to mention that we do have faculty members on that task force, and they have been very helpful in giving us suggestions and ideas for moving forward.

“The Environmental, Social, and Governance (ESG) Responsibility Task Force had its first meeting at the end of April and their second meeting this week. As you may have seen from the community message, the task force is currently focused on GW’s fossil fuel investments. They will be providing a draft statement of investment responsibility to the Board of Trustees for consideration at our June meeting. The Task Force will be sharing a statement with the broader community later this month to invite feedback. Beyond fossil fuel investment, the Task Force will be working on establishing a long-term, proactive approach to managing ESG responsibility within the University. Trustee Peter Harrison has been doing an excellent job leading the Task Force, and I and the Board look forward to seeing their recommendations.

“The role of faculty in these Task Forces is incredibly important, and I am very grateful for your continued engagement as we tackle some of the most pressing issues for our community. We also encourage you all to voice your thoughts when the proposal is shared with the broader community.

“You have our full commitment that we will communicate with you as often as we can and that we will solicit your thoughts and feedback. Although we may not always have answers to your questions, we will engage thoughtfully and transparently with you. That is my commitment, and it is the Board’s commitment. It is now more important than ever that we come together as a community and maintain open lines of communication and transparency. Our priority will always be the health and safety of our community, and that doesn’t just apply to our students. It also applies to you, our faculty. Thank you again for everything that you are doing. I’ll be happy to answer any questions you may have.”

Professor Griesshammer agreed that GW was at its very best in March with a groundswell to solve the immediate problem of moving instruction online. He observed that, at that time, the administration implemented a light touch with regard to imposing solutions as distance learning launched and instead sought broad feedback; he hoped that this might serve as a model for future work. He affirmed that the Board clearly has a fiduciary responsibility for the survival of the university and added that the faculty has a responsibility to ensure that GW survives not just in name but also with its core mission of education and research intact. To this end, the faculty shares a common goal with the Board and the administration. Regarding the plan to solicit faculty feedback via President LeBlanc, he wondered whether it might be more efficient and expedient for the Board and its committees to establish direct chains of communication with the Senate and its committees. He noted that time is of the essence to achieve broad input quickly.

Chair Speights responded that she and Professor Wilson talked about this very issue when meeting this week and committed to trying to find ways for there to be more interaction among the Board and Senate committees. Traditionally, the Board is only together on campus a few times per year; now, given the pandemic and the new norm of virtual meetings, there are more opportunities for direct interaction among these groups.

Professor Cohen-Cole inquired about how the Chair and Board were thinking about the duty to protect the endowment in the interest of GW's long-term financial health. He asked how an individual, state, or institution deals with moments of crisis that one would hope are short-term in duration (one to two years). He drew the analogy of an individual who is not extremely well off at present and experiences a health emergency, noting that this individual might need to tap their savings or take out a loan to address the immediate crisis. In a scenario such as this, not tapping into savings would pose a threat to long-term health. He asked whether the Board has thought about questions like this and at what point short-term expenditures from the endowment or reserves might help the long-term financial picture of the university.

Chair Speights responded that the Board thinks about this all the time. She noted that, from a fiduciary standpoint, the Board's view is that the endowment and savings are very important, and the pandemic is a relatively short-term issue. She noted that the Board hasn't made decisions yet but is looking at a number of scenarios; the Board believes there are a number of different things that can be done that don't require tapping the endowment. She noted that these are not things that are considered regularly when times are good, but there are areas at the university that are not needed and where, frankly speaking, "the fat can be cut." Before dipping into "rainy day" savings, the Board has an obligation and duty to look at where we currently stand and if there are ways to cut and trim things to allow the university to continue with the mission of educating its students in a great way. If so, that's where the cuts should come from as opposed to leaving everything the way it is and reaching into savings that are key to GW's future.

Professor Griesshammer noted that he would be curious to learn where fat is at GW. Some non-academic areas could certainly be cut back to save money, but he expressed more caution on the academic side. He requested clarification on the timelines around these decisions. He noted his guess that the university is now just at the beginning of a process to identify how to alleviate the budget crisis and where to make cuts. He further guessed that this process is going to be in two phases: a very short-term (over the next couple of months with moderate cuts to address a minimal scenario) and a long-term phase (which will go deeper and will involve more time for discussion and decisions). He expressed his hope that decisions around long-term cuts will not be made without ample opportunity to discuss where and how to cut. This will be critical to have people on board with the decisions that are eventually made. He noted that the university operates differently than a company, which has a CEO who sets the pace and direction of the company. In an academic environment, if most of the people involved are not on board and fully understand the difficulty of and rationale behind the decisions being made, the university runs the risk of having a disengaged constituency. To avoid this, he expressed his hope that there would be extensive discussions ahead to discuss the severity of the situation and the options available to address it.

Chair Speights responded that President LeBlanc will talk in a moment about various modeling that has been and will be done. She agreed that some things will need to happen over next month or two due to the severity of the present situation. Other long-term decisions will need to be made, and she reiterated the Board's commitment to transparency in this process.

UPDATE: Financial and Operational Planning around COVID-19 (Thomas LeBlanc, President, and Brian Blake, Provost)

The President opened his remarks by noting that the university has gathered a lot of information but that no decisions have been made yet. This conversation with faculty is a jumping-off point for the process. He emphasized that taking the university's entire educational mission online in a week is a real testament to GW's faculty, and he expressed his thanks to all the faculty and staff involved in this very challenging effort. He also thanked GW's healthcare workers, noting that some of those on the frontlines have tested positive for COVID-19, literally putting their lives on the line in the fight against the pandemic. GW leadership is also in regular contact with the experts, and the good news is that the District is not seeing the exponential growth in cases many feared. The COVID-19 curve in the District is flattening. He noted that the first four to six weeks of the pandemic was spent working to transition courses online, to move students off campus, and to deal with the possibility that the hospital could see an explosion of cases. Decisions were made in the early spring to go immediately online and to refund a portion of the housing money to the students. University leadership then quickly realized that GW couldn't operate a normal summer. As a result of that determination, all course offerings were moved online, and all on-campus housing was canceled for the summer. This represents, collectively, a \$45 million loss for the current fiscal year (representing lost revenues and additional expenditures).

The university is now turning its attention to the coming fiscal year (FY21). GW plans to be open and operating its core mission to the fullest extent possible that is safe this fall. The President acknowledged that no one knows yet what that will be, as it will depend on evolving conditions. However, GW will try to have a residential experience in fall. He noted that leadership is working on the assumption that students and families need enough lead time to prepare to come to campus (or not) and for faculty to be teaching online again (or not). The administration is operating with an internal target of June 15<sup>th</sup> to make a decision regarding the fall; that timeline may be extended by a week or two if evolving conditions warrant waiting a little longer.

The President turned next to the question of what "open" will mean under these circumstances. He noted that GW is working closely with public health and medical experts, and he acknowledged the university's good fortune to have world-class public health and medical schools to help address these issues. He discussed three important elements around opening in the fall.

First, from a safety point of view, he noted that GW cannot invite employees back to campus, students back into residence, and faculty back to offices without testing, tracing, and quarantine capabilities. Testing would need to be done prior to returning to campus as well as regularly on campus, contacts of those testing positive would need to be traced thoroughly, and any individuals testing positive would need to be quarantined (a particular concern for students in residence).

University leadership is working with the Milken Institute School of Public Health (GWSPH) and the School of Medicine and Health Sciences (SMHS) to develop those processes and procedures. Student Affairs is also involved in developing strategies for social distancing within residence halls and other spaces.

Second, GW needs academic options for students or faculty who cannot or should not come back to campus (e.g., international students or those in vulnerable populations). The Provost is leading

those efforts. Ideas include online offerings for international students who cannot come to campus, voluntary online education for students who prefer not to come back or agree to stay online to decompress our campus, and classroom assignment that supports social distancing.

Third, the university needs to deal with the gap between expected revenues and expenses in FY21. When the pandemic hit, the administration was in the process of preparing a normal-circumstances budget for FY21 to present to the Board at its May meeting. The Finance committee of the Board and the administration agreed that such a budget would be meaningless in the face of the COVID-19 situation. Instead, the President will present the Board with contingencies for a thorough budget discussion; the administration has gathered data on three scenarios that capture the range of possibilities it envisions for the coming year:

***Scenario 1 (S1): On-campus fall***

- “Normal” return to on-campus operations with social distancing, testing, and other public health measures in place.
- Estimated revenue impact: \$100 million

***Scenario 2 (S2): Hybrid fall***

- Mixture of online and on-campus operations spread throughout the fall semester, either starting online or starting on campus with the possibility of moving online should it become necessary.
- Estimated revenue impact: \$200 million

***Scenario 3 (S3): Online fall***

- Fully online fall semester.
- Estimated revenue impact: \$300 million

All the scenarios involve assumptions. For example, one question might be why, with S1 envisioned as close to normal as possible, its financial impact is so large. The President noted that (as the Provost will detail), the coming year will not be a normal year for enrollment, and the university is expecting significant impacts across the board based just on the information currently available. Under the fully-online scenario (S3), lost residential revenue would be over \$110 million. The President further noted that, historically, assumptions about retention and enrollment are based on prior year data smoothed over five years, and the pandemic renders those assumptions all but useless. All three of these scenarios are working models with variables plugged in; they will be refined as more data becomes available.

While these are initial estimates subject to refinement, it is apparent that under any scenario the university will face revenue losses and tough choices. Even under S1, a loss of about \$100 million in revenue is expected. Against an annual \$1.1 billion budget (\$700 million of which is compensation), this represents almost 10% of the budget.

The Provost is working with the deans on school-based plans, and the President is working with the Vice Presidents on administrative unit plans. Unfortunately, there are no feasible plans that do not have a significant impact on personnel. The university will need to carefully examine compensation and personnel actions, such as pay or benefit reductions, early retirement options, furloughs, or layoffs; reorganizations or consolidations of academic units or administrative functions; and

reductions in purchased services, travel, and training, among others. The sizes of these categories can be quantified now to help guide discussions, and the Senate and Senate committee leadership are already involved in these conversations. The administration is consulting with the entire Senate, sharing this background information today, and the President noted his understanding that the Senate would schedule another meeting in the near future to start to delve into the details following the May 15<sup>th</sup> Board meeting.

The President discussed the federal legislation in relief of higher education. Nationally, there was a documented need of \$50 billion to support higher education; the CARES Act allocated \$14 billion. The CARES Act determined institutional allocations, and GW will receive \$9.1 million, half of which is earmarked for direct relief to students. These nontaxable funds will be administered via the financial aid office, acting as a pass-through to get funds to students. The other half goes to GW to cover expenses related to pandemic; this allocation represents 1/10<sup>th</sup> of GW's \$45 million losses to date. There are politics associated with this—the President noted that, for example, Harvard was allocated the same amount of funds as GW and determined they would not accept funds after significant pressure; other institutions with significant financial bases have made the same decision. GW will make its decision about these funds within the next week to ten days; the President noted that the legislation is ambiguous enough that there is a risk in accepting the funds. Every institution is looking at the pros and cons of accepting these funds, but it is important to note that turning the funds down penalizes students.

Here, the President paused in his remarks to offer Provost Blake an opportunity to speak about the planning work he has been involved with and how the administration plans to work closely with the Senate and its committees and invite broader participation going forward.

The Provost renewed his thanks to the GW faculty and staff who have worked tirelessly to keep the semester running as smoothly as possible over the last couple of months. He referenced the three scenarios above (S1, S2, and S3), noting that S1 considers approximately 5% lower overall enrollment and 10% less revenue from residence halls; S2 considers 15-25% lower enrollment and about 50% lower on-campus operations; and S3 represents 30% lower enrollment and a 100% loss of residence revenues. The 5% figure related to S1, he noted, tracks with the reticence observed in the commitment process currently.

Regarding contingency planning, the Provost noted that a great deal of early activity has happened “on the fly” and organically—planning teams are operating now, and the administration is engaging in ongoing conversations with the FSEC to ensure shared governance principles are followed. Two overall groups—the Fall Enrollment Planning Committee and a new Fall Re-Open Operations Initiative Committee—are now leading the university's work around contingency planning. The former provides scenarios and guidance, and the latter implements the plan. The Fall Enrollment Planning Committee, with Deputy Provost Terry Murphy as the point of contact and including the deans, is the more academically facing group.

Several working groups in key operational areas have been established to harness subject matter expertise; they include:

- Enrollment and Retention (led by Brian Blake and Ed Gillis, this group is working to ensure we maintain both undergraduate and graduate enrollment as close to plan as possible and is a subcommittee of the Fall Enrollment Planning Committee)

- Academic and Faculty Planning (led by Geneva Henry, Terry Murphy, and Chris Bracey, this group focuses on how academic content will be delivered)
- Student Residential Life (led by Cissy Petty, Colette Coleman, and Scott Burnotes, this group focuses on how students will live and interact under the various scenarios)
- Public Health (led by Lynn Goldman, this group considers what procedures, testing, and resources need to be in place for the safety of the GW Community)
- Research (led by Bob Miller and Gina Lohr, this group considers how we can continue to move forward with our research projects)

Additional working groups will be established as needs are identified. The key administrators leading these groups are continuing their planning activities but are now bringing in faculty groups, students, and other stakeholders to delve down to the next level. They come together weekly and are involved with asking a lot of questions to drive the planning process.

The Fall Re-Open Operations Initiative, led by Scott Burnotes, includes those who will actually implement what comes out of the planning being done now. It includes working groups on community, health, and wellness; spaces; support services; and campus events. This committee and its working groups number about forty-five members and are beginning their work this week.

The Provost noted that many of the abovementioned groups have met with students and faculty and have released surveys around planning. He noted a great sentiment among the students for returning to campus. Clear concerns remain about how to do so safely.

The President noted that this is a “30,000-foot view” of the challenge GW faces. He will be asking Senate to hold additional and more frequent meetings to delve down into planning details; the FSEC chair will comment on plans for this. The President expressed his desire for more frequent consultation in the near term with the goal of obtaining input to guide decisions that need to be made fairly soon. He reiterated Professor Griesshammer’s comment that there is the immediate, visible problem and then the problem behind it that isn’t yet in view. The immediate, near-term hard work may be just the beginning. He noted that financial and contingency planning is centered on the most optimistic S1, but this could change; if states that are reopening now have big relapses within a month, GW’s plans could change as well. He closed his remarks by noting that while there is still uncertainty about the end point of the pandemic, there is no uncertainty around the need for hard work now. The President opened the floor to questions.

Professor Cohen-Cole asked several questions, all centering on transparency. He referenced a figure raised at the last Senate meeting indicating a \$25 million loss for the year; this meeting references a \$45 million loss; he wondered if this figure and the three scenarios described earlier include the medical enterprise. The presented scenarios will represent deep impacts on personnel and programs. He noted that, if GW will need quarantine space, it will need the most amount of space possible to house people on campus, and he wondered whether keeping Thurston Hall available to students would help address this need. Related, he asked whether delaying the Thurston Hall renovation might help mitigate the need for layoffs. He also asked what portion of the projected lower enrollment number might be due to lower financial aid packages, noting that he has heard from colleagues at other institutions that they are meeting enrollment targets. He wondered whether enrollment consequences GW is seeing now are the result of decisions made in September and December that were not been abandoned in favor of more financial aid. Finally, he asked what role

the administration envisions the Senate and the broader faculty playing around decision-making on the various scenarios under discussion, specifically with regard to the tough choices around whether and under what conditions the university will reopen and how it will manage teaching, education, and research. He noted that, for example, at Purdue, the committees making these decisions are, by advertisement of the president, faculty-led, and he asked whether President LeBlanc envisions anything like this happening at GW.

President LeBlanc responded that it is important to distinguish between FY20 and FY21. He noted that the numbers Professor Cohen-Cole referred to are FY20 numbers; specifically, the university expects to lose \$45 million in FY20 due to COVID-19. GW realized \$20 million in savings due to measures implemented immediately (e.g., a cessation of travel, freezing non-essential hiring), resulting in a net loss of \$25 million on a budget that, pre-pandemic, was projected to be \$11 million ahead of margin. FY20 decisions have been made, and the projections are pretty accurate; discussions are now necessarily shifting to FY21. He added that there is a subtle nuance in that the summer straddles two fiscal years; this was taken into account, and losses were booked in the relevant fiscal years (\$15 million in FY21).

The President next addressed the questions around the Thurston Hall renovation. He noted that a lot of factors went into this determination and that he has had extensive discussions with the FSEC about this issue. The Thurston project is a long-term strategic project, and all parties agree that the hall needs to be renovated; the question on the table was whether this is the time to do so. He noted that the university doesn't feel Thurston can be used in its current unrenovated form, in large part due to its antiquated air handling system that can exacerbate respiratory issues in student residents. During a pandemic with a virus that impacts the respiratory system, using Thurston for student housing could create additional liabilities. Further, mitigating this issue would cost approximately what is slated to be spent on the Thurston Hall renovation in the first year. In addition, damage from a fire in Thurston Hall this year was not mitigate due to the upcoming renovation. Thurston Hall has therefore not been on the table as a viable student housing option for the coming year. Finally, the renovation is taking place under an agreement with the District (developed with the neighborhood and agreed to by the district) that allows GW to house students in non-residence halls for two years. GW faces a financial penalty if the renovation is not completed in two years' time. It is possible but far from certain that this agreement could be renegotiated to extend that timeline. He noted that the first-year cost of the renovation is \$20 million and that the majority of the renovation expenses will not be incurred for another year. If, six to eight months from now, the facts have changed, this can be reconsidered.

The Provost responded to the enrollment questions posed, noting that the initial strategy was to ask the enrollment management team to shave one point off of the discount rate—for the incoming class only—by strategically investing more in high-need students and asking more of those with more ability to pay. Early on, the decision was made to increase deposits by about two hundred for an enrollment cushion. He noted that the discount rate is actually currently lower than expected despite an early move to the wait list for this enrollment cushion. This is still an evolving situation.

The President raised the issue of social distancing as it relates to enrollment and impacts class size. The Provost noted that he is looking at strategies for decompressing class sizes that don't necessarily decrease enrollment. The Provost responded that he met this past weekend with the retiring Student Association President and Vice President as well as the new President and Vice President and three other junior and seniors. During this session, he offered some ideas about online instruction and

if/how students—specifically juniors and seniors—might be interested in “opting-in” to remote education for the Fall, early, to work on special projects in other regions, perhaps public health related or election related (“study anywhere” scholars). The students’ perspectives were rich, but what was clear is that most students really want to be on campus. The Provost noted that initiatives such as those mentioned here would be unlikely to achieve a critical mass, but all courses will need to have some kind of hybrid component to achieve distancing requirements. A “flex start” program for international students experiencing visa difficulties and/or travel restrictions would also impact the number of students physically on campus; this program would allow international students to begin their semesters by studying from their home countries.

Professor Cordes noted that the Senate Fiscal Planning & Budgeting Committee will meet on the afternoon of May 15<sup>th</sup> to take a deep dive into the finance questions around the various scenarios; he asked that faculty email him with any questions in this area ahead of that meeting. He then asked whether, under the scenarios presented, the need to cover a \$100 million gap is inclusive of the \$20 million earmarked for the already-announced pay freeze. The President responded that it is.

Professor Cohen-Cole asked whether the budget numbers for FY20 and FY21 are inclusive of losses within the medical enterprise. He also asked whether enrollment yield for need-based students is falling off more than that of other students, noting that peer institutions are moving to meaningful need.

The President noted that the projected losses are exclusive of the Medical Faculty Associates (MFA) and the hospital. The latter is already separate from GW, while the former operates as a fully contained subsidiary of the university with its own books that ultimately consolidate to the university’s balance sheet. The President noted that the MFA has taken many of the same steps with regard to freezing hiring and salaries that the university has taken.

In response to the enrollment question, the Provost responded that, while he doesn’t have specific numbers on hand today, diversity and Pell numbers are down slightly (~1 point from last year), which would support Professor Cohen-Cole’s suggestion. He noted that his colleagues at other institutions are reporting the same thing and that this may be due to students with high need being more reticent to deposit as the deposit itself is an immediate expense. He noted that appeals are down, which is surprising, but that a number of extensions have been requested; this may all reflect the current economic situation playing out across the country. He emphasized that the first decision date was a week ago and that the situation is still very dynamic.

Professor Wirtz asked that the Provost speak to the enrollment numbers at this point to better inform the discussion of the various scenarios.

Provost Blake presented his enrollment update. He noted that, as of yesterday, undergraduate admissions has seen a decrease in deposits of about 4.8% for the Fall semester, against the initial December target of 2250 fall-entering, first-year students and 300 transfer students. The decision date was in March, and the deposit day was May 1<sup>st</sup>, one week ago. Within a week or two of the decision date, the university went to the wait list early, and the target was increased by about 10% to provide a cushion against reticence in international and domestic students and in expectation of increased melt. He noted that, interestingly, the revenue anticipated from the incoming class is actually higher than would be expected based on numbers; this may suggest that lower-need students are committing more quickly. He added that the university is meeting or very close to meeting its

other enrollment targets; by the end of the transfer decision process and future admissions from the wait list, the Provost expressed his hope that the composition of the incoming class will look very much like those before it. The Provost noted that he met with the Future Enrollment Task Force three times during the decision-making process at critical decision phases. He added that the true metric will be the state of the matriculating class in the fall. To help mitigate increased melt, the Provost noted that the university will push quite hard on the transfer student admission phase and will have to look for ways to increase the yield of graduate commitments coming in now.

Professor Wirtz recalled the President commenting at the last Senate meeting that the 20/30 plan was off and that GW would be managing to net revenue. He noted that 2250 fall-entering, first-year students was the 20/30 plan target and asked why GW is not admitting far more students at present to attain the net revenue target; there is plenty of space under the on-campus enrollment cap to do so. He next noted that, while it is true that discount rate increases result in lower revenues, pursuing more highly-discounted students at this point will realize additional revenue for the university at a time when it is very much needed and will also support diversity goals. On a separate topic, he asked what the impacts of hospital losses are on its revenue sharing agreement with GW. Finally, he noted that it is very important not to lose sight of long-term objectives. The current, proper focus is on COVID-19, but the university may have to implement some actions now that might negatively impact GW's long-term future. He requested assurance that the Senate will be actively involved working through COVID-19-related decisions, especially those that are likely to have long-term impacts on the university.

The President addressed Professor Wirtz's questions in reverse order. He agreed that decisions should be made with the long-term interest of university in mind. There may be disagreements over whether a decision is in the long-term interest of the university, but he hoped there was not disagreement that long-term decisions should be investigated. He agreed with the premise that the decision space should be shared with the Senate and other faculty bodies.

He noted that GW Hospital is an 80/20 equity partnership between Universal Health Services (UHS) and GW. When the hospital makes money, 20% of hospital profits flow to GW under that arrangement. The President suspects the hospital is losing money at present, so those payments—which are built into the budget of the medical school—are at risk. Those payments have been on the order of \$12-14 million. The President noted that there is some good news in that the federal government is stepping in with some legislation to help hospitals, and GW Hospital is discussing an appropriate share for physicians from any dollars that might come from that legislation.

The President noted that he would leave the bulk of the enrollment response to the Provost, but he clarified that the enrollment season began with the targets discussed in December. The pandemic hit early enough that the Provost rapidly shifted track and is working very hard to adjust these targets and increase the size of the incoming class. This was done due to the concern that traditional models are not currently applicable with regard to yield, retention, and other factors. He emphasized that he does not want to leave the Senate with the impression that the university was holding to a pre-COVID downsizing model. The university is working hard to fill the first-year class through first-year and transfer admissions. He noted that, if there are individual schools seeing a decline in their enrollment numbers, this is not based on a strategy by the Provost; in fact, he is doing the opposite. Provost Blake confirmed that admissions moved to the wait list just a week and a half after admissions decisions went out, now targeting 2450 students instead of 2250 (before transfers). Since that time, he has gone to the wait list again, particularly for some of the schools seeing a negative

yield thus far. The Provost reported that he stood ready to go all the way to the enrollment cap, counting on melt keeping enrollment below the cap. He added that managing incoming students with very high discount rates carries its own risk for then needing a very large increase to the financial aid budget to retain those students.

Professor Wirtz stated that he appreciated that “the devil is in the details” and wanted to be sure he understood that any compensation reductions within the schools now being considered would be restored to the school after the crisis. For example, salaries would not be frozen year over year, and some positions currently frozen would be hireable later. President LeBlanc responded that some decisions will be permanent, and others will not.

Professor Costello inquired about the schools’ ability to have flexibility in managing among the various scenarios, noting that, in SMHS, for example, the need for students to have face-to-face instruction to move through curriculum, graduate, and add to the work force is critical. She expected that other schools will have parallel concerns around independence and flexibility among these scenarios. President LeBlanc responded that the Provost has been having conversations with the deans on this issue, and he noted an existential question at the center of this issue around when GW is a university and when it is its individual schools. Schools may prefer autonomy around their enrollment decisions under the present circumstances but prefer a central model around testing and tracing capability, for example. The President recognized the diversity of the schools and their needs and asked the Provost to speak to his work thus far in this area. The Provost noted that he asked the deans for operational scenarios under 5%, 10%, and 20% revenue reductions. These illustrate what the deans would do differently in their respective schools under these circumstances. Professor Costello noted that this answers the financial piece but leaves the operational unaddressed, noting that S3 would stall the entire SMHS curriculum and research agenda and asked what flexibility SMHS might have if GW decides to be fully online in the fall. The Provost responded that under any scenario, his hope is that there will be discussions about how GW can best operate across its many areas.

Professor Griesshammer asked whether GW is liable for 20% of hospital losses as well as profits under its revenue sharing agreement; the President responded that it is not—the agreement is for equity sharing, not loss sharing.

Professor Griesshammer requested clarification as to whether the scenario numbers reflect whether the university is in them for the full year, as opposed to just the fall term; President LeBlanc responded that they reflect a full-year impact. Professor Griesshammer then asked whether specifics around these numbers can be shared particularly with regard to discussions around consolidations. He suggested that even when GW fully reopens on campus, consideration of the worst-case scenario should continue in parallel, as a prudent precaution in a highly volatile situation. He noted his concern around the need to distinguish between the short- and long-term impact of cuts under consideration. Cuts need to be made strategically so the resulting GW doesn’t exist in name only, and not in spirit. The university needs to make smart and recoverable cuts, as COVID-19 will pass in a few years. He noted that the abandoned Strategic Plan is not a good blueprint for smart cuts, and the university needs to avoid any kind of perception that the crisis is being instrumentalized to achieve a specific goal. He noted that the Strategic Planning process was hobbled from the start and produced just interim reports that, while presenting interesting ideas, have not had the necessary vetting to set them up as a blueprint for a new GW. He noted that there are some aspects of non-academic life at GW that are not central to GW’s core mission of education and research and that

could be eliminated or consolidated, resulting in significant savings. He strongly discouraged any thought of cuts to the libraries, given the need for their expertise in virtual and hybrid instruction. Rather, the libraries need additional investment instead, including ten positions that were approved prior to the hiring freeze; indeed, they need to begin preparing now for a fall semester with virtual and hybrid teaching.

Additionally, Professor Griesshammer noted that the Provost listed a very large number of committees in his earlier remarks. He understood that the administrative, non-academic area needs to establish its operational groups, but he suggested that the academic side would best work within existing structures so that efforts are not duplicated (as the Columbian College is working through its Council of Chairs and Dean's Council). He expressed concern over new committees being created quickly without published rosters, information about how they were appointed, or logical connections to existing Senate and school committees working on the same issues.

Finally, Professor Griesshammer expressed his concern that a lower discount rate is likely to have a bad outcome for the sciences and engineering, particularly with regard to diversity. He asked the Provost to comment on the impact of the lowered discount rate on diversity.

President LeBlanc expressed his agreement with the majority of Professor Griesshammer's comments. Provost Blake noted that more admission decision dates are coming up and present the real potential for shifts in the discount rate assessment; he emphasized that this is still a dynamic situation. He confirmed that underrepresented minority representation in the incoming engineering class is currently down by about a percentage point over last year and noted that he is in conversation with Dean Lach about this. He did note that it is surprising to see a slightly lower discount rate given where the enrollment numbers are right now. President LeBlanc added that the university expects to see a lot of financial aid appeals in the next few months and that the university has flexibility with its financial aid dollars and institutional goals; the Provost will be involved with these decisions.

Professor Wagner invited her Senate colleagues to be mindful of the amount of time taken when posing questions to permit more questions. In the same vein, she noted that, in the ongoing efforts to be transparent, today's discussions would have been aided by having the information presented ahead of time. She noted that the Senate will do its homework and ask more informed questions if information is provided prior to meetings. She noted that discussions today regarding short- and long-term cuts (and their permanence) are being raised largely in reaction to Chair Speights's comment that the Board sees a lot of fat to be cut at the university. This raises anxiety levels, and the Senate wants to be sure that all options are carefully vetted and considered and have faculty input.

In considering the scenarios, she noted that the need for testing, contact tracing, and quarantine capabilities are clearly important and added that it will be important to understand the financial and personnel requirements of doing so at GW given the challenges evident in doing so at regional and national levels. Finally, she suggested that the Provost reach out to faculty to gauge their comfort level with the three scenarios and suggested that the administration invite a conversation with the Senate Educational Policy & Technology committee on this issue.

President LeBlanc responded that, on campus presently, the Air Force, GW, and a private company are currently partnered and working on testing the entire Department of Defense. This is designed to be a scalable effort, and the partnership involves discussions around conducting testing for the

university community. Another option relates to the testing currently being done internally; efforts are underway to see whether this is scalable within the community, and GW is working on models to identify what testing capacity would be required. As testing is a very active market, cost estimates are wide-ranging, making in-house operations even more attractive. GWSPH is advising on cost and personnel questions around contact tracing; the university may hire students to work on this effort. Finally, GW is working on setting aside university housing for quarantine options. All of these costs will have to be embedded into the FY21 budget. Regarding Professor Wagner's final question, Provost Blake responded that his office is working on a visualization of the scenarios that will be shared with faculty shortly after a discussion of the scenarios with the Board next week.

Professor Khilji expressed her thanks to the President and Provost for their communication and leadership in a constantly evolving and unprecedented situation. She asked about S2 and S3 and whether these scenarios take into account lower tuition revenues from online programs as compared to on-campus programs. With regard to short- and long-term implications, she referenced a May 4<sup>th</sup> article in the *Chronicle of Higher Education*, noting that there are social costs to universities' economic decisions. Today's and previous discussions highlight the fact that faculty and staff are under enormous stress and have valid concerns around their health and safety if they are asked to return to campus. Next, she noted that, in an April 27 communication, the President announced that senior administration will take a salary reduction on July 1<sup>st</sup> through at least the end of the calendar year, at which point the financial situation would be reassessed. She noted that Johns Hopkins was specific on this point in their communication of the same decision and asked whether this information would be made available. Finally, she asked how steps already taken (e.g., salary freeze) have impacted the overall budget in terms of dollar amounts.

President LeBlanc responded that, generally speaking, online programs are not less expensive than face-to-face programs. Most of GW's online programs are comparably priced to face to face programs, and calculations did not assume a reduction in the price of tuition. However, the university is assuming an increase in financial aid will likely be required to attain enrollment targets. He noted that lawsuits have been filed—at GW and elsewhere—on the issue of keeping tuition level when residential programs were moved online in the current situation.

With regard to administrative compensation, he noted that the April 27 message was sent when the specifics were still being determined. The President noted that he is taking a 20% reduction; other leadership are taking 5% or more. The specific percentage is typically a function of the individual salary. He noted that he is proud of GW's senior leadership for stepping up in this regard. He noted that the cumulative dollar figures for these 15-20 people are not substantial in the context of the full university budget, but each individual is taking a cut in their personal budget, and he appreciates their willingness to do so.

The President affirmed that he is very conscious of the consequences of decisions GW must make on its faculty, staff, and students and of the huge social cost being paid around the world at present. He noted that he is a living, breathing human being with a spouse and children. He noted that he worries about them—their jobs, their physical, mental, and social health—and that he feels the same way about the GW community. He noted that he takes very seriously GW's need to deal with the challenges it faces on many levels. He added that students have been provided with telehealth mental health services, and Human Resources has promulgated some of the resources available to employees with respect to mental health as well. He noted that these issues come up in many meetings he has now and that he is very much looking forward to being able to gather together again

in the Elliott School conference room. He agreed that there is a huge social cost being paid right now around the world, and he, the Board, and the faculty are all conscious of it.

Professor Marotta-Walters noted that she will be chairing the Senate Physical Facilities committee this coming year. As discussions proceed around issues such as the need for social distancing and for repurposing buildings or identifying temporary space for quarantine, this committee should be working with the administration through the summer as well. President LeBlanc added that GW is also working collaboratively with other area consortium universities to consider pooling housing resources for quarantine.

Professor Galston noted that, in his remarks about faculty administration and communications, Provost Blake did not mention a planned website for COVID-19 information specific to GW's operations that would include a platform for faculty to post their questions and suggestions. Provost Blake confirmed that his office has begun working on this site and apologized for neglecting to mention this in his earlier remarks. He noted that his office is working with External Relations to build a clear site based on existing templates.

Professor Wilson offered a few questions and comments. He noted that he wasn't clear whether the various committees the Provost listed earlier represent one committee with subcommittees or separate entities; in either case, these committees should be joined at the hip with the relevant Senate committees as they begin their work. He then asked, with regard to financial aid packages, whether peer institutions are committing to meet 100% of student aid while GW is not and whether this is impacting enrollment numbers. He requested clarification of the Thurston renovation agreement with the District and how that relates to the enrollment cap. Finally, in the realm of short- versus long-term impacts of decisions being made now, he wondered about, to the extent that some cost cuts are potentially permanent (e.g., compensation reductions) the relative merits of asking employees to take a pay cut as opposed to deferred compensation. Many options need to be addressed through thorough discussion.

President LeBlanc responded first that the Thurston-specific agreement with the District is not related to the enrollment cap but rather relates to the residency requirement. In addition to the enrollment cap, the District requires that ~75-80% of GW's undergraduates must be housed in GW housing on the Foggy Bottom campus. Taking Thurston offline requires a break from this residency requirement and the use of other non-residence halls for housing students (e.g., the One Washington Circle hotel). This agreement was negotiated in good faith prior to the pandemic and carries financial consequences if renovations are not completed within the 2-year limit. With regard to short- and long-term decisions, the President noted that all options are on the table that that it is important to understand what problem is being solved by each decision; all options merit discussion.

Provost Blake responded that he doesn't want to overplay the administrative committees he listed earlier, noting that each day has required a huge number of discrete decisions. These committees have been working more on questions than on answers; as the fall picture comes into focus, faculty support and input will be incredibly important.

Regarding need, the Provost noted that fulfilling every need at GW is not a revenue decision. He is working now to make the class a comprehensive one with regard to academic programs and diversity; he noted that, to him, this is not a cost proposition. GW wants to give students a full experience so that they understand inclusivity and so that interacting with a wide range of people

becomes muscle memory. He added that the second move to the waitlist a few days ago was designed to ensure diversity in the class.

Professor Yezer noted first that, if GW can borrow from banks at 5%, that avenue is far preferable to selling off endowment shares, particularly given that GW does not pay taxes on its endowment gains. He then turned to operational concerns, noting that in addition to testing and tracing, there will be a real need for increased sanitation, particularly the cleaning of elevators, stairwells, restrooms, and other common and high-use areas. He also inquired about the possibility of using Lisner Auditorium for classes, which would allow for more distancing of large classes; this may be especially important as the District will have capacity restrictions in place as it begins to reopen. Finally, he noted that there may be local families who initially planned to send their kids to college elsewhere in the country who would now prefer to have them closer to home; he asked whether there have been any thoughts of appealing to that market.

President LeBlanc responded that the Reopen GW effort, led by Scott Burnotes, includes a cleaning endeavor as well as the aforementioned testing, tracing, and quarantining requirements. He noted that GW owns Lisner and can use it for classes if needed; the university will probably have to put very large classes online or in Lisner because of the need for social distancing. With regard to marketing to local students, he noted a current effort by New Jersey public institutions (with the exception of the flagship Rutgers) that actively solicited students to come home to New Jersey for school as transfer students. Provost Blake added that GW is definitely considering other space options on campus for classes; GW may also be constrained not only by social distancing requirements but also by caps on gatherings. He noted that GW will be in competition with other schools in the region for students who might choose to stay closer to home.

Given the President's and Provost's need to depart for another meeting, the agenda was reordered to permit their remarks at this point in the meeting.

#### PROVOST'S REMARKS

- The Department of Education just released its new Title IX regulations that broadly address when and how institutions should take action under Title IX. The document is more than 2,000 pages long, so it will take a while to read through all the information within it and consider its implications for GW. The Provost assured the GW community that the university continues to remain committed to providing an environment free from sex- or gender-based discrimination. GW will continue to do everything possible to support anyone coming forward. The Title IX office remains open and is functioning remotely at this time. Anyone impacted by sex/gender discrimination and harassment is encouraged to [contact the Title IX office to make a report](#). GW has always placed a high value on fair processes for all members of our community. The university understands that concerns have been raised that some of the new requirements may discourage individuals from coming forward with allegations of sexual misconduct. The university remains committed to supporting and promoting the well-being of our community and will continue to encourage individuals to report allegations of sexual misconduct so that they can be promptly and fairly investigated and appropriate action can be taken if substantiated. The university will also continue to provide an array of support and services to individuals who choose not to file a formal complaint. Information about available support and services. Finally, the university will

engage various campus constituencies about the new rules and their impact on university policies in the coming weeks.

- Graduate programs are still receiving applications and admitting students to summer and fall programs. Across all schools, commitments for Summer and Fall 2020 are currently down by 16% compared to last year. International commits are down currently, but there are good signs from visa offices suggesting that visas appointments are taking place. In addition, 87 of 270 international students admitted thus far are already in the United States.
- The Provost expressed his thanks to the Senate and FSEC for productive conversations, and thanks to Professor Wilson for taking on the FSEC Chair role.

### PRESIDENT'S REMARKS

- Universities have until August 14<sup>th</sup> to implement the new Title IX regulations; the federal government doesn't recognize the summer or the COVID-19 situation, and there is real work to be done in this area over the coming months.
- Recalling Professor Griesshammer's comment that he has ideas on areas for cuts or consolidations, the President asked that faculty send any ideas they have in these areas so they can be shared with planning groups.
- A virtual commencement will air on Facebook Live on Sunday, May 17<sup>th</sup>, at 11:00am. There will be a brief program with the Board Chair, the President, and the Provost officiating—with social distancing—in the Jack Morton Auditorium. A great deal of video has been put together to create a virtual celebration. GW has invited the class of 2020 to come back and enjoy commencement on the national mall in 2021.
- 2021 is GW's bicentennial year, and the university is making plans to celebrate despite the pandemic.
- GW faculty have been incredibly visible in the media during the pandemic. Among others, GWSPH experts have been doing excellent work; they have launched a survey of healthcare workers on the front lines of the pandemic. This survey is gathering information about exposure and infection and is identifying best practices to help protect healthcare workers. In addition, there is a new website that was created by an interdisciplinary team from the School of Engineering & Applied Science and SMHS that is providing healthcare workers with up to date information about dealing with the pandemic. It centralizes comprehensive resources for a range of care providers from ICU staff managing patients on ventilators to emergency medical technicians tasked with transporting suspected COVID-19 cases. GW faculty are also focusing attention on health disparities and sharing expertise and how the pandemic affects people differently along race and poverty lines.
- The School of Nursing has received a \$2.5 million gift to provide financial assistance to veterans who are pursuing nursing degrees. This is the largest gift in its history, and it comes in the school's 10<sup>th</sup> anniversary year. This gift comes at a time when the world needs more qualified and compassionate nurses.
- The President extended his thanks to all those serving on the Senate this year. There are some difficult times ahead as well as some difficult decisions to be made. The President expects to be spending a lot of time with the Senate in the coming months, and he expressed his gratitude for the Senators bringing to those conversations a spirit of what is in the best interest of the university. As GW thinks about celebrating its 200<sup>th</sup> anniversary, its leadership

should be making decisions and guarantees for its 300<sup>th</sup> anniversary; the President expressed his confidence that all would work together to do so.

At this point, President LeBlanc turned the meeting gavel (virtually) over to Professor Wilson for the remainder of the meeting.

RESOLUTION 21/1: Proposing and Undergraduate Academic Forgiveness Policy (Jason Zara, Chair, Educational Policy & Technology Committee)

Professor Zara introduced Resolution 21/1 (attached), noting that students Nicole Cennamo and Amy Martin proposed this policy to the Educational Policy and Technology committee and shared a great deal of well-researched information about what GW's peer institutions are doing in this area. All of GW's peer institutions have a broader policy in this area than GW's current policy. Through this resolution, the committee proposes the expansion of the existing first-year policy to remove limitation for first-year students (extending it to all undergraduates) and to expand the limit from one to three classes. The proposed policy addresses equity issues as well, particularly impacting students who are able to repeat harder courses taken during their first year due to having entered GW with significant AP credit.

The resolution was adopted by unanimous consent.

RESOLUTION 21/2: To Respond Proactively to COVID-19 (Guillermo Orti, Faculty Senate Executive Committee)

Professor Orti introduced Resolution 21/2 (attached), noting that the intent of this resolution is to send a clear signal that the Senate and its committees are ready, willing, and able to meet as needed during the summer to engage in planning GW's responses to the pandemic and that the Senate and its committees expect to participate in a significant manner in crafting procedural decisions that result from the COVID-19 emergency, especially concerning everything related to the teaching and research missions carried out by faculty.

Quoting from an article by Professor CJ Lee in the Boston Review, Professor Orti said, "While faculty members are not at the front lines of the effort to prevent the spread of coronavirus itself, we are on the front lines of academe (teaching and research), and the potential costs to health and safety we face come fall cannot be discussed enough."

While the resolution seeks to establish these principles, it does not address the methods, specific structures, flow of information, or procedures necessary to achieve this consensus. This should be a matter of future discussion if this resolution is approved by the Senate today.

Professor Cordes asked whether there has been any reaction among the faculty to the Banzhaf emails on the high risk factor for faculty returning to the classroom and whether this should be addressed in the current resolution. Professor Orti responded that this could be addressed in a separate set of discussions in the coming weeks but that he would not want to amend the resolution for this issue.

The resolution was adopted by unanimous consent.

## INTRODUCTION OF RESOLUTIONS

None.

## GENERAL BUSINESS

- I. Nominations for election of new members to Senate standing committees  
Without objection, the attached Senate standing committee rosters for the 2020-2021 session were accepted.
- II. Approval of nominations for election of faculty members to University committees  
Without objection, the attached university administrative committee rosters were accepted.
- III. Reports of the Standing Committees  
An annual report from Professional Ethics & Academic Freedom is attached and has been posted to the relevant committee pages on the Senate website.
- IV. Report of the Executive Committee: Professor Arthur Wilson, Chair  
The full report of the Executive Committee is attached. Professor Wilson made the following comments:

“This is my first report as the Chair of the Faculty Senate Executive Committee. With recent developments, this is clearly becoming a bigger, more interesting job. I have already been greatly assisted by Sylvia Marotta-Walters, Liz Carlson, Jenna Chaojareon, Joe Cordes, Phil Wirtz, Miriam Galston, and many, many others. I hope they continue to be so helpful. If I am able to succeed in this role, it is because of them.

“In this role, I serve with a relatively new group of faculty senate executive committee members. I hope our newness makes it easier to try new ways to respond to our current circumstances. I have already been greatly impressed by their enthusiasm and their hard work.

One reflection of that is the memo that went out earlier in April to elicit some of the concerns of the faculty at this time. Many of those concerns have already been raised with the administration. We are also gathering them together to more systematically address them.

Another early reflection of those responses are the two resolutions just passed.

Certainly, this is a time of great danger to the University, and to many of us. It may also be a time of great opportunity, if we can identify and seize it. We need to make sure that we come out of this a stronger institution, not a shadow of what we were.

In our last meeting, on April 3<sup>rd</sup>, we learned of some of the initial administration responses to the developing pandemic. The greater concern was about prospects for the coming fiscal year, especially the fall semester. Thurston has, of course, been

extensively discussed, with several faculty noting that, if it is not clear that we will have students on campus, a large deferrable investment like Thurston might not be indicated. There are also arguments for proceeding that the President has touched on. At this point, I think the President is aware that there is deep skepticism among the faculty about proceeding with the Thurston renovation.

Provost Blake described how he has been carefully calibrating undergraduate admissions efforts. Early in the year, the target was 2250 first year students and 300 transfer students. More recently, the 'melt' has been greater than in previous years, so we've had to dip into the wait list as admission acceptances trend somewhat below plan. If I understand correctly, the target is no longer so specific given the increased 'melt' and also increased competition from other schools for our students. It was also noted that while our initial plan was to slightly reduce the discount rate for undergraduates, under current conditions we may find it necessary to accept a higher discount rate. The Provost promised further information about admissions on or about May 15<sup>th</sup>.

Many of these same issues were also discussed at the April 16<sup>th</sup> and April 24<sup>th</sup> Faculty Senate Executive Committee meetings.

The plan going forward is to have the three committees headed by Professors Cordes, Gupta, and Zara (Fiscal Planning & Budgeting; Appointments, Salary, & Promotion Policies; and Educational Policy & Technology, respectively) meet shortly after the Trustees meet on May 15<sup>th</sup>. President LeBlanc will be able to report the result of the trustees' meeting shortly after that meeting concludes. We also agreed that we would then bring the Faculty Senate along, possibly in executive session, sometime during the week of the 18<sup>th</sup>-22<sup>nd</sup> (likely Wednesday, May 20<sup>th</sup>).

Provost Blake has agreed to create a website for informing the faculty on a regular basis concerning the administration's thinking about how to handle instruction in the fall and other COVID-19 related developments. This site will also include a mechanism for faculty to express their own concerns and suggestions and in general to further facilitate two-way conversation between the administration and the faculty. Our focus on shared governance has shifted a little bit. Once upon a time, we were concerned about a strategic planning process and how it could be reconciled with our ideas of shared governance. Now, I think it's important that we hear each other concerning our response to the pandemic. So far, the President and Provost have been generous with his time. Obviously, there is a lot more to do. One issue raised by Professor Marotta-Walters last month is the need to think about the Faculty Organization Plan and to clarify the relative roles of the Faculty Senate and the Faculty Assembly.

In terms of Senate responses to COVID-19, the Senate has gone online, and there are plans to hold several faculty Senate and Senate committee meetings during the summer in order to ensure that we have a robust role in shared governance.

There are currently no grievances at the university.

The next regularly scheduled meeting of the Faculty Senate Executive Committee will be held on August 21, 2020. However, the FSEC expects to meet next week, in advance of the Board of Trustees meetings, and at additional times to be determined over the summer. As is our custom, all agenda items to be considered by the FSEC for the Faculty Senate agenda should be submitted one week prior to the scheduled meeting. Please note that the calendar of regularly-scheduled Senate and FSEC meetings has been posted to the Senate website and is included with the minutes of this meeting.”

#### BRIEF STATEMENTS AND QUESTIONS

Professors Cordes and Galston noted that, regarding scheduling, the FSEC has thus far talked about holding an executive session of the full Senate the week following the Board of Trustees meetings to be followed by full Senate meetings during the summer. A discussion ensued around the logistics of scheduling a post-Board meeting briefing for the Senate and its committees and around establishing Senate committee meetings over the coming week. Finally, Professor Griesshammer suggested that it would be useful to schedule a number of Senate meetings through the summer, as it would be easier to cancel a meeting that is no longer required than to call a new last-minute meeting.

#### ADJOURNMENT

The meeting was adjourned at 5:23pm.

# **New Senate Members 2020-2021 Session**

## CCAS

Jamie Cohen-Cole (American Studies)  
Harald Griesshammer (Physics)  
Donald Parsons (Economics)

## GWSB

Leo Moersen (Accountancy)  
Srinivas Prasad (Decision Sciences)

## GWSPH

Sarah Baird (Global Health)

## LAW

Miriam Galston  
Sonia Suter

## SEAS

Charles Garris (Mechanical & Aerospace Engineering)

## SMHS

Marie Borum

## SON

Ellen Kurtzman



**A RESOLUTION PROPOSING AN UNDERGRADUATE ACADEMIC FORGIVENESS  
POLICY (21/1)**

**WHEREAS,** the Faculty Senate unanimously passed the First-Year Forgiveness Policy in February 2017 with an amendment stating that the policy must be reviewed within three years of its implementation; and

**WHEREAS,** nine of GW's peer institutions have a university-wide Undergraduate Academic Forgiveness Policy that allows students to repeat at least three courses for forgiveness that were originally attempted at any point during their undergraduate experience; and

**WHEREAS,** some GW students currently have the ability to take upper-level courses sooner than others due to disparate access to secondary educational resources such as Advanced Placement and IB assessments, resulting in an inequitable ability to use the First-Year Forgiveness Policy; and

**WHEREAS,** low-income students face a unique set of academic pressures that impact them throughout their undergraduate experience and must maintain good academic standing in order to qualify for the financial aid that allows them to continue attending the University;

**WHEREAS,** studies illustrate that mental illness such as anxiety and depression typically affect second- and third-year students at higher rates than other undergraduate class standings; and

**WHEREAS,** academic rigor is essential to achieving preeminent university curriculum and it is crucial for students to be provided with support systems that allow them to challenge themselves to take on robust course loads.

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

That the Faculty Senate hereby recommends that the following paragraphs replace the First-Year Forgiveness Policy in the University Bulletin, effective with the Fall 2020 semester:

## **Undergraduate Academic Forgiveness Policy**

Undergraduate students are eligible to repeat for credit and grade forgiveness three undergraduate-level courses taken at GW in which they received a grade of D+ (1.3) or below (except if the failing grade was due to a violation of GW's Code of Academic Integrity). With the approval of their academic advisor, a student may repeat a course under this policy at any time during their enrollment at GW; however, a course is not eligible for this policy if the student has taken a subsequent course for which the initial course is a prerequisite. The student's registration, including the repeated course, may not exceed 18 credits in the semester in which the course is repeated; students in the School of Engineering and Applied Science may not exceed 19 credits.

Under this policy, the original grade remains on the transcript until the student repeats the course. Once the course is repeated, a permanent notation of RP replaces the grade for the first attempt of the course in the semester in which it was taken. The grade earned in the repeated course appears on the transcript in the semester in which the course was repeated. Only the grade earned for the repeat enrollment is factored into the student's cumulative grade-point average. The grade for the repeat enrollment is the final grade for the course, regardless of whether it is above or below the original grade. In the case that a student wishes to repeat more than three courses for academic forgiveness, they must first receive approval from the chair of the department under which the course is housed.

Educational Policy & Technology Committee  
March 31, 2020

Adopted by the Faculty Senate  
May 8, 2020

## Appendix (from the University Bulletin)

### First-Year Academic Forgiveness Policy

Undergraduate students are eligible to repeat for credit one course, taken at GW during their first academic year (first semester for transfer students), in which they received a grade of *D+* (1.3) or below. A student may repeat a course under this policy at any time during their enrollment at GW; however, a course is not eligible for this policy if the student has taken a subsequent course for which the initial course is a prerequisite. The student's registration, including the repeated course, may not exceed 18 credits in the semester in which the course is repeated; students in the School of Engineering and Applied Science may not exceed 19 credits.

Under this policy, the original grade remains on the transcript until the student repeats the course. Once the course is repeated, a permanent notation replaces the grade for the first attempt of the course in the semester in which it was taken. The grade earned in the repeated course appears on the transcript in the semester in which the course was repeated. Only the grade earned for the repeat enrollment is factored into the student's cumulative grade-point average. The grade for the repeat enrollment is the final grade for the course, regardless of whether it is above or below the original grade.

## **A RESOLUTION TO RESPOND PROACTIVELY TO COVID-19 (21/2)**

**WHEREAS**, it is the role of the faculty to oversee both education and research;

**WHEREAS**, University values include transparency, collaboration, and the principle of shared governance;

**WHEREAS**, responses to the COVID-19 emergency may call for changes in long-established University procedures for both education and research developed by the faculty and confirmed through shared governance;

**WHEREAS**, such responses may need to be made in the days and months after the May 8 Senate meeting but before the start of the Fall 2020 term;

**NOW, THEREFORE**

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

1. That the Senate and Senate committees on Research; Educational Policy & Technology; Fiscal Planning & Budgeting; Libraries; Appointments, Salary, & Promotion Policies; and Professional Ethics & Academic Freedom shall schedule at least one regular monthly meeting for each month of June, July, and August 2020.
2. That University procedural decisions that result from the COVID-19 emergency should be done in coordination with the Senate and its committees. This includes the University working groups mentioned in the President's message of April 27<sup>1</sup> and other administrative offices that immediately shall begin consulting with and providing information to the Senate and the Senate's committees.
3. That because such decisions involve education, an area of faculty specialty, any decisions about a partial or complete return to on-campus instruction (or about remaining online) shall require prior consultation with the appropriate standing committee(s) of the Senate designated by the Faculty Senate Executive Committee (FSEC), and that procedures and rules for in-person and online teaching shall be established with the advice of and consultation with the appropriate Faculty Senate committee(s), and with mutual effort to achieve consensus.

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<sup>1</sup> [Planning for GW's Future in a COVID-19 World](#) (GW Today, April 27, 2020)

4. That because such decisions involve research, also an area of faculty specialty, any decisions about University procedures, practices, and rules related to research and research personnel shall require prior consultation with the appropriate standing committee(s) of the Senate designated by the FSEC, and that procedures and rules for research shall be established with the advice of and consultation with the appropriate Faculty Senate committee(s), and with mutual effort to achieve consensus.

Faculty Senate Executive Committee  
April 30, 2020

Adopted by the Faculty Senate  
May 8, 2020

**Faculty Senate  
Master Standing Committee List  
2020-2021 ROSTERS**

Non-voting members are those committee members serving on a committee because of their administrative role at the university, and the value that the person in that role brings to the committee. Non-voting members may be nominated for service by the President, the Provost, or a committee chair. These administrative committee members are not approved by the full senate and are referenced here for informational purposes. Should a non-voting member change positions at or leave the university, that individual would no longer serve on the committee, but a new individual in that role could be named to the committee in the same capacity.

\*Indicates Faculty Senator

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**Appointment, Salary, & Promotion Policies**

**Chair: Murli Gupta (CCAS)**

**FSEC Liaison: Jim Tielsch (GWSPH)**

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<b>Member</b>	<b>Affiliation</b>	<b>Voting Status</b>
Abravanel, Eugene	CCAS	Voting
Biles, Brian	GWSPH	Voting
Bracey, Christopher	Provost	Nonvoting
Bradley, Dana	Chief People Officer	Nonvoting
Briggs, Linda	SON	Voting
Cordes, Joseph*	CCAS	Voting
Goyal, Sharad	SMHS	Voting
Harizanov, Valentina	CCAS	Voting
Hayes, Carol	CCAS	Voting
Hill, Sharon	GWSB	Voting
Houghtby-Haddon, Natalie	CPS	Voting
Lan, Tian	SEAS	Voting
LeLacheur, Susan	SMHS	Voting
McAleavey, David	CCAS	Voting
Mylonas, Harris*	ESIA	Voting
Pericak, Arlene	SON	Voting
Plack, Margaret	SMHS	Voting
Rau, Pradeep	GWSB	Voting
Schanfield, Moses	CCAS	Voting
Tekleselassie, Abe	GSEHD	Voting
Wirtz, Phil*	GWSB	Voting
Young, Heather	GWSPH	Voting

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**Athletics and Recreation**  
**Chair: Hugh Agnew (ESIA)**  
**FSEC Liaison: Kim Roddis (SEAS)**

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<b>Member</b>	<b>Affiliation</b>	<b>Voting Status</b>
Cox, Catherine	SON	Voting
Darcy-Mahoney, Ashley	SON	Voting
Dent, David	Facilities	Nonvoting
Hess, Matthew	Staff	Voting
Joutz, Frederick	CCAS	Voting
Julien, Andre	Athletics	Nonvoting
McHugh, Patrick*	GWSB	Voting
Milzman, David	SMHS	Voting
Srinivas, Prasad*	GWSB	Voting
Tuckwiller, Beth	GSEHD	Voting
Vogel, Tanya	Athletics	Nonvoting
Wei, Peng	SEAS	Voting
Westerman, Beverly	NCAA Liaison	Nonvoting

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**Educational Policy and Technology****Chair: Jason Zara (SEAS)****FSEC Liaison: Miriam Galston (LAW)**

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<b>Member</b>	<b>Affiliation</b>	<b>Voting Status</b>
Amundson, Beth	Registrar	Nonvoting
Barzani, Yousif	SMHS	Voting
Beil, Cheryl	Assessment	Nonvoting
Beveridge, Scott	GSEHD	Voting
Blake, Brian	Provost	Nonvoting
Briggs, Michael	LAW IT	Nonvoting
Dimri, Manjari	SMHS	Voting
Dobrydneva, Yuliya	SMHS	Voting
Driscoll, Michael	SMHS IT	Nonvoting
Echevarria, Mercedes	SON	Voting
Edmundson-Wright, George	Provost	Nonvoting
Feuer, Michael	GSEHD	Nonvoting
Foster, Meghan	CPS IT	Nonvoting
Fujita, Megan	SON staff	Nonvoting
Gabiam, Raoul	SEAS IT	Nonvoting
Ganjoo, Rohini	SMHS	Voting
Golden, Catherine	SMHS	Voting
Greiff, Tobias	ESIA Assist. Dean	Nonvoting
Griesshammer, Harald*	CCAS	Voting
Johnson, Candice	GWSPH Staff	Voting
Kristensen, Randi	WID	Voting
Lipinski, Lisa	CSAD	Voting
Lotrecchiano, Guy	SMHS	Nonvoting
Mulloy, Evan	SON IT	Nonvoting
Murphy, Terry	Provost	Nonvoting
Nicholas, Janis	CCAS IT	Nonvoting
Packer, Randall	CCAS	Voting
Pintz, Christine	SON	Voting
Schumann, Mary Jean*	SON	Voting
Schwartz, Lisa	SMHS	Voting
Scriven, Regina	GWSPH IT	Nonvoting
Seavey, Ormond	CCAS	Voting
Siczek, Megan	CCAS	Voting
Smith, Andrew	CCAS	Voting
Ullman, Daniel	CCAS	Voting
Wagner, Sarah*	CCAS	Voting
Wyche, Karen	SON	Voting
Wirtz, Phil*	GWSPH	Voting
Young, Heather	GWSPH	Voting
Zielinski, Piotr	GWSPH IT	Nonvoting

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**Fiscal Planning and Budgeting**

**Chair: Joe Cordes (CCAS)**

**FSEC Liaison: Art Wilson (GWSB)**

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<b>Member</b>	<b>Affiliation</b>	<b>Voting Status</b>
Abramson, Jared	VP	Nonvoting
Baird, Sarah*	GWSPH	Voting
Biles, Brian	Emeritus	Voting
Freund, Maxine	GSEHD	Nonvoting
Henry, Geneva	Libraries	Nonvoting
Holmes, Heather	Provost	Nonvoting
Kim, Mikyong	GSEHD	Voting
Lan, Tian	SEAS	Voting
Murphy, Terry	Provost	Nonvoting
Parsons, Donald*	CCAS	Voting
Rao, Raj*	SMHS	Voting
Roddis, Kim*	SEAS	Voting
Schumann, Mary Jean*	SON	Voting
Wargotz, Eric	SMHS	Voting
Wilson, Arthur	GWSB	Voting
Wirtz, Phillip*	GWSB	Voting
Yezer, Anthony*	CCAS	Voting

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**Honors and Academic Convocations**

**Chair: Leo Moerson (GWSB)**

**FSEC Liaison: Nick Vonortas (ESIA)**

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<b>Member</b>	<b>Affiliation</b>	<b>Voting Status</b>
Cohen, Amy	CCAS/Nashman Center	Voting
Freidman, Leonard	GWSPH	Voting
Hegarty, Paul	Events	Nonvoting
Ingraham, Loring	CCAS	Voting
Mitchell, Jennifer	Provost	Nonvoting
Plack, Margaret	SMHS	Voting
Rehman, Scheherazade	GWSB	Voting
Rosseau, Gail	SMHS	Voting
Seavey, Ormond	CCAS	Voting

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**Libraries****Chair: Harald Griesshammer (CCAS)****FSEC Liaison: Ellen Kurtzman (SON)**

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<b>Member</b>	<b>Affiliation</b>	<b>Voting Status</b>
Dugan, Holly	CCAS	Voting
Eglitis, Daina	CCAS	Voting
Faraz, Asefeh	SON	Voting
Gayton, Cynthia	SEAS	Voting
Henry, Geneva	Libraries	Nonvoting
Linton, Anne	Himmelfarb	Nonvoting
Pagel, Scott	Law Library	Nonvoting
Riedy, Cassandra	GSEHD	Voting
Rodriguez, Ken	LAW	Nonvoting
Scalzitti, David	SMHS	voting
Schwindt, Rhonda	SON	voting
Smith, Andrew	CCAS	Voting
Temprosa, Marinella	GWSPH	Voting
Thoma, Kathleen	SMHS	Voting
van Balgooy, Max	CCAS	Voting

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**Physical Facilities****Chair: Sylvia Marotta Walters (GSEHD)****FSEC Liaison: Ellen Costello (SMHS)**

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<b>Member</b>	<b>Affiliation</b>	<b>Voting Status</b>
Amundson, Elizabeth	Registrar	Nonvoting
Cox, Catherine	SON	Voting
Dent, David	EVP&T	Nonvoting
Gallo, Linda	SMHS	Voting
Joutz, Frederick	CCAS	Voting
Murphy, Terry	Provost	Nonvoting
Neumann, Laura	SEAS	Voting
Rao, Raj*	SMHS	Voting
Traub, John	CCAS	Voting
Wright, Daniel	Student Engagement	Voting

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**Professional Ethics and Academic Freedom**  
**Chair: Ed Swaine (LAW) & David Keepnews (SON)**  
**FSEC Liaison: Guillermo Orti (CCAS)**

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<b>Member</b>	<b>Affiliation</b>	<b>Voting Status</b>
Attia, Mina	GSEHD	Voting
Biles, Brian	Emeritus	Voting
Bracey, Christopher	Provost	Nonvoting
Clayton, Jennifer	GSEHD	Voting
Cohen-Cole, Jamie*	CCAS	Voting
Cseh, Maria	GSEHD	Voting
Darr, Kurt	Emeritus	Voting
Dolgova, Natalia	CCAS	Voting
Garris, Charles	SEAS	Voting
Gutman, Jeff*	LAW	Voting
Houghtby-Haddon, Natalie	CPS	Voting
Jacobsen, Frederick	SMHS	Voting
Kim, Mikyong	GSEHD	Voting
Kyriakopoulos, Nicholas	SEAS	Voting
Malliarakis, Kate	SON	Voting
McAleavey, David	CCAS	Voting
Patel, Ashesh	SMHS	Voting
Rodriguez, Ken	LAW	Voting
Sen, Sabyasachi	SMHS	Voting
Stoddard, Morgan	Library Staff	Voting
Teitelbaum, Joel	GWSPH	Voting
Weitzner, Richard	General Counsel	Nonvoting
Whitt, Karen	SON	Voting

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**Research****Chairs: Kausik Sarkar (SEAS) & Karen McDonnell (GWSPH)****FSEC Liaison: Ellen Kurtzman (SON)**

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<b>Members</b>	<b>Affiliation</b>	<b>Voting Status</b>
Applebaum, Kate	GWSPH	Voting
Baird, Sarah*	GWSPH	Voting
Casey, Andrea	GSEHD	Voting
Cohen-Cole, Jamie*	CCAS	Voting
Cox, Patrick	Post-Doc	Voting
Darcy Mahoney, Ashley	SON	Voting
Downie, Evangeline	CCAS	Nonvoting
Engel, Laura	GSEHD	Voting
Freund, Maxine	GSEHD	Nonvoting
Gabiam, Raoul	SEAS staff	Voting
Geiger-Brown, Jeanne	SON	Nonvoting
Griffith, Kathleen	SON	Nonvoting
Hall, Alison	SMHS	Nonvoting
Jeong, Jin Kwon	SMHS	Voting
Kay, Matt	SEAS	Voting
Korman, Can	SEAS	Nonvoting
Kouveliotou, Chryssa	CCAS	Voting
Kumar, Nirbhay	GWSPH	Voting
Kusner, Linda	SMHS	Voting
Lohr, Gina	Provost	Nonvoting
Mallinson, Trudy	SMHS	Nonvoting
Miller, Robert	Dean for Research	Nonvoting
Mylonas, Harris*	ESIA	Voting
Peters, Harvey	GSEHD	Voting
Pintz, Christine	SON	Voting
Shiklomanov, Nikolay	CCAS	Voting
Sommers, Hannah	Library	Nonvoting
Subiaul, Francys*	CCAS	Voting
Warren, John	CPS	Voting
Wei, Peng	SEAS	Voting
Young, Colin	SMHS	Voting
Zderic, Vesna	SEAS	Voting

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**University and Urban Affairs**  
**Chair: David Rain (CCAS)**  
**FSEC Liaison: Shaista Khilji (GSEHD)**

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<b>Members</b>	<b>Affiliation</b>	<b>Voting Status</b>
Adetunji, Tomi	SEAS	Voting
Batra, Sonal	SMHS	Voting
Cohen, Amy	CCAS	Voting
Das, Bagmi	GSEHD	Voting
Dawn, Karen	SON	Voting
Emerson, Traci	LAW (Library)	Voting
Hess, Matthew	SON Staff	Voting
Kesten, Karen	SON	Voting
McPhatter, Renee	Gov. & Community Rel.	Nonvoting
Morrison, Emily	CCAS	Voting
O'Brien, Anne-Marie	SON	Voting
Onumah, Chavon	SMHS	Voting
Rain, David	CCAS	Voting
Teitelbaum, Joel	GWSPH	Voting
Thessin, Rebecca	GSEHD	Voting
van Balgooy, Max	CCAS	Voting
Venzke, Margaret	SON	Voting
Zink, Christy	CCAS	Voting

**Dispute Resolution Committee  
2020-2021**

**Joan Schaffner, Chair**

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**May 2018-April 2021**

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McAleavey, David	CCAS	English
Darcy-Mahoney, Ashley	SON	Nursing
Carrillo, Arturo	LAW	Law
Friedman, Leonard	GWSPH	Health Policy & Management
Core, Cynthia	CCAS	Speech & Hearing Science

**May 2019-April 2022**

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Pintz, Christine	SON	Nursing
Bailey, James	GWSB	Management
Storberg-Walker, Julia	GSEHD	Human & Organizational Learning
Pelzman, Joseph	ESIA	Economics, International Affairs, & Law
Cseh, Maria	GSEHD	Human & Organizational Learning

**May 2020-April 2023**

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Baird, Sarah	GWSPH	Global Health & Economics
Gutman, Jeff	LAW	Law
Garris, Charles	SEAS	Mechanical & Aerospace Engineering
Kennedy, Katherine	SMHS	Pharmacology & Physiology
Seavey, Ormond	CCAS	English

**Administrative Committee Appointments  
2020-2021**

**Appeals Board**

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Bamford, Heather	CCAS	term ends summer 2021
Barron, Mary	GWSPH	term ends summer 2021
Ganjoo, Rohini	SMHS	term ends summer 2022
Kasle, Jill	CCAS	term ends summer 2022

**University Hearing Board**

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El-Banna, Majeda	SON	term ends summer 2021
Sexton, James	CCAS	term ends summer 2021
Cobb Kung, Bethany	CCAS	term ends summer 2021

**Student Grievance Review Committee**

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Cassar, Linda	SON	term ends summer 2021
Core, Cynthia	CCAS	term ends summer 2021
Darcy-Mahoney, Ashley	SON	term ends summer 2021
Eglitis, Daina	CCAS	term ends summer 2021
El-Banna, Majeda	SON	term ends summer 2021
Kim, Immanuel	CCAS	term ends summer 2021
Kleppinger, Kathryn	CCAS	term ends summer 2021
LeLacheur, Susan	SMHS	term ends summer 2021
Onumah, Chavon	SMHS	term ends summer 2021
Zysmilich, Martin	CCAS	term ends summer 2021

**Joint Committee of Faculty & Students (faculty members)**

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Benitez-Curry, Barbara	CCAS	term ends summer 2021
Echevarria, Mercedes	SON	term ends summer 2021
Halliday, David*	GWSB	term ends summer 2021
Hammond, LaTisha	CCAS	term ends summer 2021
Patel, Ashesh	SMHS	term ends summer 2021
Thoma, Kathleen	SMHS	term ends summer 2021
Tuckwiller, Elizabeth	GSEHD	term ends summer 2021
*faculty chair		term ends summer 2021

**GWU Faculty Senate  
Committee on Professional Ethics and Academic Freedom**

**Final Report  
Academic Year 2020**

**April 30, 2020**

The Committee on Professional Ethics and Academic Freedom (PEAF Committee) met six times during academic year 2019-20, including once by videoconference, in addition to conducting business by email.

Charge from the Faculty Senate Executive Committee (FSEC) for 2019-20

(1) Review the draft policy on Nepotism and Prohibited Relationships which is the staff version of the Policy on Prohibited Relationships which was approved by the Board of Trustees in May 2019. If you could make this a priority for the first scheduled meeting, it would be much appreciated by the administration, so that the Policy could be forwarded to the Trustees by their October meeting.

(2) Upon the finalization of the US Department of Education Revised Title IX Policy, which is expected in the fall, review and recommend improvements to the Policy on Sexual and Gender-Based Harassment and Interpersonal Violence, and the Policy On Prohibited Relationships With Students, to bring it into compliance with the revisions that are expected to be required.

(3) Explore with the Educational Policy Committee, any potential revisions to the Policies on Copyrights and Intellectual Property

The PEAf Committee provided comprehensive and timely feedback on the draft policy on Nepotism; that policy, as revised, was subsequently approved by the Board of Trustees. Although the Committee monitored ongoing developments, the Department of Education has not yet issued its Revised Title IX policy, so the contemplated review was deferred; likewise the possibility of a coordinated review with Education Policy Committee any potential revisions to policies concerning intellectual property.

Additional Charges

The PEAf Committee also responded to various strategic planning issues arising out of supplemental charges from the FSEC, including inquiries from the Faculty Assembly, the Special Committee asked to prepare a report on Senate committee responses, and a separate faculty petition. Like other Senate committees, the PEAf Committee provided oral and written reports addressing the questions put to it; beyond the Senate, the PEAf Committee also reported on its work at the special Faculty Assembly Meeting in February.

Respectfully submitted,  
Edward T. Swaine  
PEAF Committee



## Faculty Senate

Report of the Faculty Senate Executive Committee (FSEC)

May 8, 2020

Arthur Wilson, Chair

### **First Report from the Chair**

This is my first report as the Chair of the Faculty Senate Executive Committee. With recent developments, this is clearly becoming bigger, more interesting job - much more so than might have been anticipated just a few months ago. Fortunately, I have already been greatly assisted by Sylvia Marotta-Walters, Liz Carlson, Jenna Chaojareon, Joe Cordes, Phil Wirtz, Miriam Galston, and many, many others. I hope they continue to be so helpful. If I am able to succeed as chair, most of the credit goes to them. For my part, I hope I do not disappoint.

In this role, I serve with a relatively new group of faculty senate executive committee members. I hope our newness makes it easier to try new ways to respond to our current circumstances. I have already been greatly impressed by their enthusiasm and their hard work.

One reflection of that is the memo that went out from our April 20<sup>th</sup> meeting to elicit some of the concerns of the faculty at this time. Many of those concerns have already been raised with the administration. We are also gathering them together to more systematically address them.

Another early reflection of those responses are the two resolutions under consideration today. One proposes to extend the academic forgiveness policy more broadly. The other underlines our commitment to shared governance.

Certainly, this is a time of great danger to the University, and to many of us. It may also be a time of great opportunity, if we can identify and seize it.

In our last meeting, on April 3<sup>rd</sup>, we learned of some of the initial administration responses to the developing pandemic. These included efforts to increase liquidity in the face of this pandemic. Also, the administration announced suspension of non-essential hiring and of non-critical capital projects and a “pause” of the strategic planning process, among other measures.

We also learned that, because of the pandemic and the response to it, the current fiscal year was likely to swing from a modest surplus to a loss on the order of \$10-20 million. This reflected both a loss of revenue as well as aggressive efforts to avoid expenses.

The greater concern was about prospects for the coming fiscal year, especially the Fall semester. Among the worrisome aspects - prospects for losses due to reduced international student enrollment (\$170 million?), as well as fewer domestic students from beyond the DMV area (\$500 million?)

What to do about the planned Thurston Hall renovation was also discussed. Several faculty members were concerned that, at a time when we need to boost our liquidity and when our need for student dorm space is unclear, a large deferrable investment in Thurston was not clearly indicated. Arguments were also advanced in favor of proceeding with the first stage of the Thurston project, which is expected to cost perhaps \$20 million.

Provost Blake described how he has been carefully calibrating undergraduate admissions efforts. Early in the year, the target was 2250 first year students and 300 transfer students. More recently, the 'melt' has been greater than in previous years, so we've had to dip into the wait list as admission acceptances trend somewhat below plan. If I understand correctly, the target is no longer so specific given the increased 'melt' and also increased competition from other schools for our students. It was also noted that while our initial plan was to slightly reduce the discount rate for undergraduates, under current conditions we may find it necessary to accept a higher discount rate. The Provost promised further information about admissions on or about May 15.

Many of these same issues were also discussed at the April 16<sup>th</sup> and April 24<sup>th</sup> Faculty Senate Executive Committee meetings.

The plan going forward is to have the three committees headed by Professors Cordes, Gupta, and Zara (Fiscal Planning & Budgeting; Appointments, Salary, & Promotion Policies; and Educational Policy & Technology, respectively) meet shortly after the Trustees meet on May 15th. President Le Blanc will be able to report the result of the trustees' meeting shortly after that meeting concludes. We also agreed that we would then bring the Faculty Senate along, possibly in executive session, sometime during the week of the 18th-22nd (likely Wednesday, May 20th).

Provost Blake has agreed to create a website for informing the faculty on a regular basis concerning the administration's thinking about how to handle instruction in the fall and other COVID-19 related developments. This site will also include a mechanism for faculty to express their own concerns and suggestions and in general to further facilitate two-way conversation between the administration and the faculty.

## **Shared Governance**

The focus on shared governance has shifted somewhat. Previously, we were concerned with the strategic planning process and how it could be reconciled with our ideas of shared governance. With the appearance of the pandemic, the strategic planning process was "paused," and now we need to hear each other concerning our response to the pandemic. That is already happening. Several Faculty Senate committees and administration staff have already begun to work together to explore how best to respond to the pandemic. Both the president and the provost have been very generous with their time so far.

As noted by Sylvia Marotta-Walters last month, there is a need to re-examine the Faculty Organization Plan, for example, to clarify the relative roles of the Faculty Senate and the Faculty Assembly.

## **Senate Responses to the COVID-19 Pandemic**

Just as many of our courses made the transition to online communication, the Faculty Senate has also gone online for now. While many of us are still getting used to the technology involved, it is also clear that we are getting better at conducting our meetings remotely. One useful side effect of this transition is that we expect to be able to hold several Faculty Senate and Senate committee meetings during the summer that would have been much harder to do in person. That facility will allow us to go some ways toward more shared governance during this perilous time particularly compared to prior years, when most of these meetings would not have happened, and the administration would have had to make decisions with relatively little faculty input over the summer. Much of our success with this transition is due to our Senate staff and emerging tech wizards, Liz Carlson and Jenna Chaojareon.

### **Senate Resolutions**

Resolutions 21/1 and 21/2 came out of the April 16<sup>th</sup> and April 24<sup>th</sup> FSEC meetings. As noted above, the first liberalizes the academic course forgiveness policy. The second underlines the importance of shared governance.

### **Personnel Actions**

There are no grievances at the university.

### **Calendar**

The next regularly scheduled meeting of the Faculty Senate Executive Committee will be held on August 21, 2020. However, the FSEC expects to meet next week, in advance of the Board of Trustees meetings, and at additional times to be determined over the summer. As is our custom, all agenda items to be considered by the FSEC for the Faculty Senate agenda should be submitted one week prior to the scheduled meeting. Please note that the calendar of regularly-scheduled Senate and FSEC meetings has been posted to the Senate website and will be included with the minutes of this meeting.



# Faculty Senate

## **FACULTY SENATE CALENDAR<sup>1</sup>** **2020-2021 Academic Year**

### **FACULTY SENATE MEETINGS<sup>2</sup>**

2:00-4:30pm ~ 1957 E Street/State Room (7<sup>th</sup> floor) or via WebEx as needed

May 8, 2020  
September 11, 2020  
October 9, 2020  
November 13, 2020  
December 11, 2020  
January 15, 2021  
February 12, 2021  
March 12, 2021  
April 9, 2021  
May 7, 2021<sup>3</sup>

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### **EXECUTIVE COMMITTEE MEETINGS<sup>4</sup>**

12noon-2:00pm ~ Executive Committee Members Only

August 21, 2020  
September 25, 2020  
October 30, 2020  
November 20, 2020  
December 18, 2020  
January 29, 2021  
February 26, 2021  
March 26, 2021  
April 30, 2021<sup>5</sup>

### **FACULTY ASSEMBLY**

4:00-5:30pm  
Jack Morton Auditorium ~ 805 21<sup>st</sup> Street NW

October 7, 2020

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<sup>1</sup> To permit compliance with the rules requiring seven days' notice of Senate meetings, the Executive Committee prepares the agenda two weeks in advance of regular Senate meetings.

<sup>2</sup> The Senate may hold Special Meetings as convened under the *Faculty Organization Plan*, and the Faculty Senate Executive Committee may change the date of a Regular Meeting in unusual circumstances or may cancel a Regular Meeting for which there is not sufficient business.

<sup>3</sup> First meeting of the 2021-2022 Academic Year session

<sup>4</sup> The Executive Committee may hold Special Meetings as convened by the Chair.

<sup>5</sup> Joint meeting of the old and new Executive Committees