THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.

MINUTES OF THE REGULAR MEETING
OF THE FACULTY SENATE HELD ON
JANUARY 19, 2007, IN THE ALUMNI HOUSE

The meeting was called to order by Professor Lilien F. Robinson, Chair of the Faculty Senate Executive Committee, at 2:20 p.m.

Present: President Trachtenberg, Registrar Amundson, Parliamentarian Johnson; Deans Futrell and Tong; Professors Artz, Biles, Castleberry, Cordes, Gallo, Garris, Griffith, Gupta, Harrington, Pelzman, Robinson, Rycroft, Simon, Wade, Wahlbeck, Wilmarth, Wirtz, Yezer, and Zea

Absent: Executive Vice President for Academic Affairs Donald R. Lehman; Deans Brown, Katz, Lawrence, Lipscomb, Phillips, Scott, and Whitaker; Professors Briscoe, Delaney, Englander, Galston, Helgert, Marotta, Mueller, and Pagel

APPROVAL OF THE MINUTES

The minutes of the regular meeting held on December 8, 2006 were approved as distributed.

INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

UPDATE ON EMERGENCY PREPAREDNESS

John N. Petrie, Assistant Vice President for the Office of Public Safety and Emergency Management (OPSEM), distributed a copy of his PowerPoint presentation entitled “Update on University Preparedness Efforts.” The report, which is attached, includes information on the Campus Advisories webpage, which is the chief means of informing the University community in a timely fashion with information about an emergency. OPSEM also provides updates through the GW Information Line and since 2002 has published and periodically revised the online University Incident Manual. As detailed in the report, OPSEM is responsible for conducting outreach education on University preparedness for students, faculty, and staff, and develops and conducts all GW exercises in connection with it mission. In addition, OPSEM assists in the development of contingency and continuity of operations plans for all University units and monitors the submission of such plans, which serve to implement procedures set forth in the Incident Manual.

In response to a question by Professor Robinson, Vice President Petrie explained that contingency plans are geographic in nature and protect people, while a continuity plan is functional and designed to protect University and staff operations. Approximately 15 University-critical elements have been identified, and plans to protect these have been
developed. There are over 300 locally critical elements each of which must be covered by both a contingency and a continuity plan. They need not each have their own plan. Vice President Petrie observed that while it is useful for the University to develop such plans it is essential for faculty and staff to be familiar with these; faculty and staff should inquire of their departments and schools about these plans if they are not already informed about them.

The OPSEM report also includes information about Tulane University’s experience during Hurricane Katrina in terms of its emergency preparedness and readiness, as well as a comparative profile of Tulane and GW. Vice President Petrie also described an initiative by the Executive Vice President for Academic Affairs to encourage the completion of operations and continuity plans, which has resulted in a very significant increase in such submissions. A similar effort was undertaken by the Senior Vice President for Student and Academic Support Services, with impressive results.

The report also describes OPSEM’s ongoing exercise schedule, which tests planning efforts and provides feedback for their improvement: more than six are conducted each year, involving key leaders, departmental and line supervisors, and staff. GW is also involved as the first private sector agency to participate in a cooperative Department of Homeland Security credentialing program which is designed to provide a one-card identification system to help verify essential GW personnel at all locations.

Also included in the Update is information on GW’s emergency mutual aid agreement with Georgetown University, as well as a description of the large number of community partnerships in place which are essential to ensure public safety and emergency management on the campus. In recognition of GW’s commitment to training and education for emergency preparedness, OPSEM has been honored with four awards in 2006, which commend it for achievements in partnership development and information dissemination.

Questions followed. Professor Robinson, inquired about the possibility of a University-wide emergency preparedness exercise. Vice President Petrie responded that this could happen in the future if it were not deemed too disruptive of ongoing University activities. At present, each successive exercise involves a larger group than before.

Professor Simon asked about extension of the credentialing system to Hospital staff. Vice President Petrie responded that the University is credentialing the Medical Center and it is anticipated that the Hospital will participate in the credentialing program in its own right when the program expands. When the Hospital does, they can credential everyone they believe needs to get there during an emergency.

Professor Wirtz congratulated Vice President Petrie and his associates on OPSEM’s achievements since the last Update was received by the Senate, and he inquired about the possibility of refining the D.C. Alert system so that those who sign up for this service can tailor the information received to a particular geographic area, or emergencies of a certain magnitude. Vice President Petrie acknowledged that the system is not flawless, and it is dependent upon input from subscribers, which he encouraged. He also suggested that
faculty and staff who sign up for the system pay particular attention to the subscription options when they elect to receive D.C. Alert information.

**REPORT ON CAMPUS SECURITY**

Dolores A. Stafford, Chief of University Police, began her report with a brief overview of the University Police Department (UPD), which currently employs 165 full-time employees carrying out duties related to physical security, investigative services, and transportation services. The uniformed division consists of 118 employees who are deployed in three shifts around the clock. Currently, UPD patrols approximately 130 buildings at the Foggy Bottom campus; similar services are also provided at GW’s Mount Vernon campus.

On average, UPD responds to between 3,000 and 4,000 incidents a year. It also responds to an average of 100,000 non-incident calls for service [such as lockouts, jump starts, or safety issues] from students, faculty, staff, and visitors to the campuses each year.

In March, 2006, UPD became an accredited law enforcement agency through the Commission on Accreditation for Law Enforcement Agencies, which is the same agency that accredits state, federal, and local police departments. Fewer than one percent of campus police departments in the country have achieved that status, which requires compliance with 465 operating standards mandated by the Commission.

Chief Stafford also reported on transportation and escort programs available to faculty, staff, and students, such as the 4-RIDE program which operates at night. Chief Stafford launched this as a pilot program in 1994 with one van and one employee; presently, transportation services employs 25 full-time staff and operates a fleet of 20 vehicles which provide over 120,000 rides a year. An unintended benefit of this service is the increased visibility, from dusk to dawn, of University Police officers and vehicles on campus and in the adjacent neighborhoods.

Chief Stafford described a self-defense program for women offered by UPD which consists of 12 hours of instruction; this course is open not only to students, but to faculty and staff as well. The Department also sponsors an “Office Watch” initiative which educates employees and involves them in maintaining a safe and secure campus environment by encouraging vigilance and the reporting of unusual situations to UPD.

Chief Stafford also distributed a brochure describing a “Think Before You Cancel the Class” initiative. In cooperation with staff from the Counseling Center, GW Housing programs, Student Health Services, Wellness programs, the Center for Alcohol and Drug Education, and Student Judicial Services, UPD provides an alternative to class cancellation by making available speakers who can meet with a class even on short notice to talk about topics of interest to the student body. Another significant program originated by UPD when Chief Stafford came to the University in 1992 is the Sexual Assault Crisis Consultation Team (SACC). Chief Stafford distributed a brochure on this program, which has provided training to faculty and staff members who have assisted well over 150 survivors over the past 15 years. The Team maintains a website to provide information to the University community, and at least one Team member is always on call so that UPD can summon them to assist victims as appropriate.
In conclusion, Chief Stafford gave an overview of crime reporting requirements mandated by the Clery Act. Statistics on campus crime are publicized each year in the UPD brochure “Pride in Protection and Service” a copy of which Chief Stafford provided to Senate members. After giving a brief overview of statistics contained in the brochure, Chief Stafford noted that the Pride publication also contains information of general interest on campus access, security and education for the Foggy Bottom, Mount Vernon, and Loudoun campuses. [The brochure can be accessed at: http://gwired.gwu.edu/upd]

Professor Castleberry observed that a number of campus buildings are open until quite late at night, and he asked what would happen in buildings adjacent to one in which a serious incident occurred. Chief Stafford responded that UPD officers have completed Incident Command Systems training, and like federal law enforcement officers who also are trained in this protocol, the primary objective in such a situation would be to contain the incident in the area where it occurred and resolve it with minimal disruption elsewhere. If there were a weapon involved, Chief Stafford said that Metropolitan Police would immediately be called. Professor Castleberry also asked about possible spillover crowd control in the event of major demonstrations, such as those that occurred at the World Bank. Chief Stafford said that large-scale demonstrations are for the most part planned protests where information is widely shared among law enforcement agencies that coordinate preparations for these events.

GENERAL BUSINESS

I. INTERIM REPORTS OF SENATE STANDING COMMITTEES

Interim Reports were received from the following Standing Committees: Appointment, Salary, and Promotion Policies, and Physical Facilities. [The Reports are attached.]

Professor Griffith noted that the Interim Report from the Committee on Appointment, Salary, and Promotion Policies referenced a Board of Trustees Resolution on tenure and promotion practices and the role of school-wide personnel Committees, and he asked if the Resolution could be made available. Professor Gupta said he would append the Resolution to the Interim Report before it was distributed with the minutes of the meeting. Professor Robinson said that the Resolution originated with the Academic Affairs Committee of the Board following a nonconcurrency and the matter is under study by a joint subcommittee comprised of faculty members from the Appointment, Salary, and Promotion Policies Committee and the Professional Ethics and Academic Freedom Committee. A short discussion followed.

II. REPORT OF THE EXECUTIVE COMMITTEE

Professor Lilien F. Robinson, Chair, presented the Report of the Executive Committee, which is enclosed.

BRIEF STATEMENTS (AND QUESTIONS)
Professor Simon said that he been surprised to learn at a recent meeting at the Hospital that only 360 parking spaces under the proposed Square 54 development would be allocated for use by the University and the rest would be reserved for use by Square 54 tenants.

President Trachtenberg responded that, unfortunately, largely because of expense considerations, the Hospital had been built without provision for underground parking. This parking space shortage was remedied to some extent by constructing an addition to the University Parking Garage at 22nd and I Streets. Going forward, the President said he has been assured that adequate parking for the University will be provided in connection with the construction of the School Without Walls facility and any other development approved by the City.

Professor Simon said that he hoped that parking for Hospital staff and patients would be located in as close proximity to the Medical Center as is feasible, rather than several blocks away.

Professor Wilmarth asked about the status of hearings on the Campus Plan. President Trachtenberg confirmed that even though it was expected that a final vote to approve the Plan would be taken by the Zoning Commission at its meeting January 17, the Commission had voted to postpone the vote pending submission of further documentation by GW. Professor Wilmarth also asked if the incoming Mayor, Adrian Fenty, had expressed an opinion either upon GW’s Campus Plan or the proposed Square 54 development. President Trachtenberg said he thought the new Mayor is likely to be aware that hearings have been underway for some two years, but added that he doubted that the Mayor has had the opportunity as yet to do anything other than observe the process.

ADJOURNMENT

There being no further business before the Senate, a motion to adjourn was made, seconded, and approved, and the meeting was adjourned at 3:35 p.m.

Elizabeth A. Amundson
Elizabeth A. Amundson
Secretary
Update on University Preparedness Efforts

GW Faculty Senate
January 2007

John N. Petrie
Assistant Vice President
Office of Public Safety and Emergency Management
The George Washington University

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Did You Know...

1) OPSEM is responsible for updating the University’s status through the online Campus Advisories webpage? This webpage is the principal method the University leadership uses to communicate with the greater GW community.

2) The GW Information Line provides a summary of updates to the Campus Advisories webpage as well as the University’s status? Call the GW Information Line at 4-5050 on campus or (202) 994-5050 off-campus.

3) It is important to know how to shelter-in-place in case of an incident?

4) You should always have two ways out (that do not involve elevators) of any building you are in?

5) You should carry your GWorld card with you at all times?

6) Registering with Alert DC on GW Campus Advisories enables you to receive emergency notifications via email, cell phone and other mobile devices?

* These key points were shared—personally—with every incoming first year student.
OPSEM Updates

• Reorganized to ensure that each Vice President has an Emergency Management Associate and alternate dedicated to all of his or her Office’s plans

• Efforts include the major projects detailed in this brief

• Responsible for the development and conduct of all GW exercises

• Outreach education on University preparedness for students, faculty, and staff

• Point of contact for the Consortium of Universities at the DCEMA

GW Campus Advisories

• University’s Principal Method to Communicate with GW Community
  ➢ Important Updates or Alerts
  ➢ Preparedness Information or Incident Details

• Revolutionized Communication Means
  ➢ Previous:
    • Blast Fax and E-mail Messages
    • Over 8 hours to reach all GW members
  ➢ Present:
    • Can be updated within 5 minutes

• Proven Success
  ➢ 56,000 hits in 2 ½ days during Hurricane Isabel 2003
  ➢ Over 114,000 hits in 36 hours during January 2004 snowstorm
Interactive Toolbar
- Helpful Tips Link
- Local Live Radio Access via Web
- Phone Number Link

Up to Date Information
- Verified DAILY
- University Status
- Reflects Homeland Security Advisories
- States Current University Actions

Special Features
- Links to University Incident Manual
- Information and Guidance on developing Contingency and Continuity of Operations Plans

Key Notices and Latest News
- Postings range from Alerts to Important Reminders
- Archives of all Previous Postings

Helpful and Informational Links
- Preparedness Tips, Shelter In Place, Guidance, Personal Security Information
  **May be read as a webpage or as an Acrobat file allowing user to print this information
- Links provided to other University or Community resources

Additional Resources
- Contact Information and Links for Key University Offices, including the University Police Department
University Incident Manual

• An OPSEM priority
• Writing, maintaining, and facilitating implementation of the University Incident Manual
• Published online September 2002, periodic updates
• Includes requirement for local planning
  ➢ Contingency: local geographic safety and response
  ➢ Continuity: functional sustainability and restoration of normal operations
• 15 of 15 identified University critical units have continuity plans

Contingency and Continuity of Operations Plans

• Planning is a University priority
• Implemented by Vice Presidents in June 2002
• Endorsed and emphasized by University leadership, including the Board of Trustees
• Key factor for external auditors
• University Continuity of Operations Planning Steering Committee established
  ➢ Cross functional membership (Information Systems and Services; Student & Academic Support Services; Office of University Relations; University Finance Office; Academic Affairs; Mount Vernon Operations; Medical Center; Financial Management, Schools & Divisions)
**Got Plans?! Campaign**

Monthly department recognition for submission of excellent local plans.

January honoree:
Government, International & Corporate Affairs

**Tulane University & the Hurricanes of 2005**

Map of Tulane University Uptown, Medical Center and Univ. College Campuses

Source: National Oceanic and Atmospheric Administration.
Tulane – GW Comparison

<table>
<thead>
<tr>
<th>Tulane</th>
<th>George Washington</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Demographics†</td>
<td>• Demographics*</td>
</tr>
<tr>
<td>– 13,214 Students</td>
<td>– 19,556 Students</td>
</tr>
<tr>
<td>– 2,511 Faculty</td>
<td>– 2,511 Faculty</td>
</tr>
<tr>
<td>– 3,620 Staff</td>
<td>– 3,458 Staff</td>
</tr>
<tr>
<td>• Footprint</td>
<td>• Footprint</td>
</tr>
<tr>
<td>– 110 acre main campus in Uptown New Orleans</td>
<td>– 43 acre main campus in Washington, D.C.</td>
</tr>
<tr>
<td>– Health Sciences Center, Primate Research Center, Herbert Center,</td>
<td>– 2 satellite campuses, 5 graduate centers,</td>
</tr>
<tr>
<td>3 University College campuses, and Houston graduate center</td>
<td>and Biostatistics Center</td>
</tr>
<tr>
<td>• Jurisdictions</td>
<td>• Jurisdictions</td>
</tr>
<tr>
<td>– Tulane, City of New Orleans, Orleans Parish, Louisiana, Mississippi, Texas, and Federal government</td>
<td>– GW, District of Columbia, Virginia, Maryland, and Federal government</td>
</tr>
<tr>
<td>• Largest private employer in New Orleans, third largest in Louisiana</td>
<td>• Largest private employer in Washington, D.C.</td>
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<tr>
<td>• Scope of Research</td>
<td>• Scope of Research</td>
</tr>
<tr>
<td>– $140 million annually in grants and contracts</td>
<td>– $125 million annually in grants and contracts</td>
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</table>


Tulane University Case Study

- To review and identify Tulane’s challenges and actions
- To assess the resiliency of GW’s emergency management plans based on Tulane’s experience and implied lessons from Hurricanes Katrina and Rita
- To reiterate the benefits of full implementation of existing GW plans
- To recommend additional procedures to better prepare GW for a major incident
### EVPAA Initiative

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<th>September 2006</th>
<th>January 2007</th>
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<tr>
<td>Total Elements</td>
<td>181</td>
<td>189</td>
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<tr>
<td>Contingency Plans</td>
<td>44.5</td>
<td>85</td>
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<tr>
<td>Completed Continuity</td>
<td></td>
<td>91% increase</td>
</tr>
<tr>
<td>Percentage of Completed</td>
<td></td>
<td>396% increase</td>
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<tr>
<td>Contingency Plans</td>
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<td></td>
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<tr>
<td>Completed Continuity</td>
<td>13.5</td>
<td>67</td>
</tr>
<tr>
<td>Percentage of Completed</td>
<td></td>
<td></td>
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<tr>
<td>Contingency Plans</td>
<td>24.6%</td>
<td>42.9%</td>
</tr>
<tr>
<td>Percentage of Completed</td>
<td>7.5%</td>
<td>33.8%</td>
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<tr>
<td>Continuity Plans</td>
<td></td>
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<tr>
<td>Completed</td>
<td></td>
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</table>

### SASS Initiative

<table>
<thead>
<tr>
<th></th>
<th>January 2006</th>
<th>January 2007</th>
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<tbody>
<tr>
<td>Total Elements</td>
<td>21</td>
<td>25</td>
</tr>
<tr>
<td>Contingency Plans</td>
<td>16</td>
<td>20</td>
</tr>
<tr>
<td>Completed</td>
<td>25% increase</td>
<td></td>
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<tr>
<td>Percentage of Completed</td>
<td>76.2%</td>
<td>80%</td>
</tr>
<tr>
<td>Contingency Plans</td>
<td>33.3%</td>
<td>68%</td>
</tr>
<tr>
<td>Completed</td>
<td>200% increase</td>
<td></td>
</tr>
</tbody>
</table>
Exercises

- Ongoing exercise schedule
  - More than twenty held in 2006
  - Most recent January 9, 2007
  - Upcoming Leadership exercise
  - Deans working continuity issues
- Designed to improve and validate planning efforts
- Involve key leaders (LG, RMG, and Comm Group)
- Departmental, line supervisors, other involved staff as exercises progress
- Goal of six exercises each year is being exceeded
- Periodic exercises for all LG, RMG, Comm Group and support personnel to validate our ability to convene for an incident

First Responder Authentication Card (FRAC)

- In cooperation with DHS, GW is the first private sector agency to participate in the credentialing program
- A one card ID system helps verify essential GW personnel at all locations thereby protecting first responders and those they serve
- Identity authentication piece built into the exercise program to foster familiarity with the card
- 266 GW staff credentialed successfully, more than 90 additional applications in queue, anticipated total near 800
- Production model partnership with Lockheed Martin and General Dynamics
Mutual Aid Agreement with Georgetown

September 2006 MOU provides a foundation that will facilitate support during an incident or disruption

- Content: Limited Internal Resources
  - Academic Space
  - Administrative Space
  - Residential
  - Transportation
  - Athletic Facilities
  - Food Services
  - Library Services
  - Incident Communications
  - Satellite Locations
  - University Law Enforcement

- Each university can benefit from lessons learned and enhance joint preparedness and partnership
- Steering Committee meets quarterly to review and improve the document

Community Partnerships
Community Partnerships

Community partnerships are vital to every aspect of public safety and emergency management.

GW Community

Academic Affairs; Business and Operations; Facilities Management; GW University Hospital; Information Systems and Services; Parent Services; Risk Management; Student Academic Support Services; University Police Department; University Relations

Greater Washington, DC Community

American Red Cross of the National Capital Area; Consortium of Universities of the Washington Metropolitan Area; District of Columbia Emergency Management Agency; District of Columbia Fire and Emergency Medical Services; International Monetary Fund and World Bank Security; Metropolitan Police Department; Neighborhood Planning Committee

Foggy Bottom Neighborhood Planning Committee (NPC)

- Established fall of 2004
- More than thirty entities in the Foggy Bottom neighborhood involved
- Formed to foster and strengthen private-private and public-private relationships and informal partnerships by:
  - Improving communication and coordination among the private sector
  - Examining and harmonizing provisions in the area’s diverse emergency response plans
  - Exploring shared concerns and collaborating to address them
  - Coordinating with utilities and local & federal authorities, including first responders, the DC Emergency Management Agency, and U.S. Department of Homeland Security
  - Collaborating on and participating in incident planning education and training exercises
- Next session this quarter with the new Chief of Police
Recognition of the University’s Commitment to Emergency Preparedness Education and Training

In 2006, the International Association of Emergency Managers (IAEM) honored GW with four awards:

- “The Partners in Preparedness Award,” a formal partnership between the DC Emergency Management Agency (DCEMA) and The George Washington University Office of Public Safety and Emergency Management (OPSEM)

- First place news story "Capital Cooperation" in Homeland Protection Professional about the Neighborhood Planning Committee (NPC)

- Second place website "GW Campus Advisories," a partnership between University Relations and OPSEM

- Second place brochure "Safety at GW: Working TOGETHER“ drafted through a partnership between Risk Management, UPD, and OPSEM

Update on University Preparedness Efforts

THANK YOU

Office of Public Safety and Emergency Management (OPSEM)
Rice Hall Suite 701
202-994-6600
opsem@gwu.edu

GW Campus Advisories:  www.gwu.edu/~gwalert/
GW Information Line:  202-994-5050
EMERGENCY PREPAREDNESS HELPFUL TIPS

GET INFORMED:

- Visit GW Campus Advisories at www.gwu.edu/~gwalert
  - GW Campus Advisories is accessible via the GW home page. You will find links for procedures, including GW’s Incident Manual, which will assist you with planning for, responding to, and recovering from an incident.

- For the University’s status, check GW Campus Advisories or call the GW Information Line at (202) 994-5050.

- For the latest news, listen to WTOP radio (103.5 FM, on the Web: www.wtop.com).

- Sign up for Alert DC, a free service that will send important information to your mobile device, from the link at GW Campus Advisories.

REMEMBER TO:

- Carry your GWorld card at all times for identification and access on campus.

- As you use your GWorld card to access buildings, do not allow people unknown to you to enter behind you. **DO NOT** lend your GWorld card to other people, including other students.

- Report any unusual activity or objects out of place to the University Police Department.

- Know your local emergency plans and procedures, including evacuation procedures.

- For any building you occupy, always know two exits that do not require the use of an elevator.

- Always evacuate if the fire alarm sounds.

- In case of an incident outside, stay inside unless your building is damaged (see Shelter-in-Place instructions).

- If the building you are in is affected, take your personal belongings (GWorld card, purse, wallet, keys), leave and go to another place of safety on campus.

- Let your roommates know your whereabouts, especially if you go off campus.

- Have a communication plan for contacting home and include someone who lives in another area code who can pass a message home. In your cell phone, under I.C.E. (In Case of Emergency), you may want to program the name of a friend or family member as an emergency contact person.

  * Take care of one another *

Prepared by GW’s Office of Public Safety and Emergency Management

GW Campus Advisories: www.gwu.edu/~gwalert

**Official University Posting -- Not to be removed until 5/31/2007**
SHELTER-IN-PLACE HELPFUL TIPS

**BASIC GUIDANCE**

Assume if an incident occurs on campus that you should shelter–in-place, or remain inside, unless you are directed to do otherwise or the building is unsafe.

- **BE AWARE:** Notification to shelter-in-place can come from the University Police Department, GW Housing staff, other University employees, or local authorities such as the Metropolitan Police Department (MPD).
- Notification may also come over the radio and television, through the campus public address system on UPD vehicles, a building's public address system or Alert DC, a free service that will send alerts to your mobile device. Register from the link on GW Campus Advisories.

- **PREPARE:** Although it is unlikely that you will ever need to shelter-in-place, it is helpful to prepare. A few simple items stored in the place you spend most of your time can make sheltering easier and more comfortable. The items include: extra prescription medicine, first-aid supplies, non-perishable food and bottled water, a flashlight, a battery-operated radio, extra batteries, and a telephone.

**How to Shelter-in-Place:**

- **If you are inside, stay where you are.** Collect any shelter-in-place supplies and a telephone to be used in case of emergency.
  - If your building is damaged take your personal belongings (GWorld card, purse, wallet, keys) and follow the evacuation procedures for your building.
  - If you are outside proceed into the closest building quickly or follow the instructions from emergency personnel on the scene.

- **Shelter-in-place in an interior room, above ground level, and with the fewest windows.** If there is a large group of people inside a particular building, several rooms may be necessary.

- Shut and lock all windows (locking will form a tighter seal) and close exterior doors.

- Turn off air conditioners, heaters, and fans. Close vents to the ventilation system as you are able. University staff will turn off the ventilation system as quickly as possible.

- Make a list of all the people with you and ask someone (GW Housing Staff, faculty, or other staff) to call the list in to UPD so that they know where you are sheltering. If only students are present, one of the students should call in the list.

- Turn on a radio or television and listen for further instructions. Check your registered mobile device for Alert DC updates.

- Make yourself comfortable.

- **Look after each other. You will get word when it is safe to come out.**

Prepared by GW's Office of Public Safety and Emergency Management

GW Campus Advisories: www.gwu.edu/~gwalert

**Official University Posting -- Not to be removed until 5/31/2007**
We extend our thanks to our community partners for their continued support of The George Washington University Community.

American Red Cross
National Capital Area Chapter
www.redcrossnca.org

District of Columbia
Emergency Management Agency
dcema.dc.gov

District of Columbia
Fire & Emergency Medical Services
fems.dc.gov

Metropolitan Police Department
District of Columbia
mpdc.dc.gov

Other Important Contact Numbers
Counseling Center ....................................... (202) 994-5300
Dean of Students ........................................... (202) 994-6710
Emergency Maintenance................................. (202) 994-6706
GW Hospital ............................................... (202) 715-4000
GW Housing Programs ................................. (202) 994-2552
Parent Services ......................................... (202) 994-2305
Student Health Service................................. (202) 994-6827
The GW Office of Public Safety and Emergency Management (OPSEM) serves in a coordinating role in the preparation for potential incidents, a decision-making role for smaller incidents and an advisory role for major incidents.

OPSEM works in fostering partnerships with planners and responders, such as the DC Emergency Management Agency, the Metropolitan Police Department, and counterparts throughout the Consortium of Universities.

Reminders

- Visit GW Campus Advisories for important information and updates (www.gwu.edu/~gwalert). It is the principal method the University leadership uses to communicate with the GW community.
- The GW Information Line provides a brief summary of new updates to GW Campus Advisories as well as the University's status and may be reached by phone at 4-5050 on campus or 202-994-5050 off-campus.
- Know how to shelter-in-place in case of an incident. Assume you should shelter-in-place unless the fire alarm sounds or someone instructs you to evacuate. Shelter-in-place guidance, along with emergency preparedness helpful tips, are located in each residence hall and online at GW Campus Advisories.
- Always know two ways out of any building that do not involve using the elevators.
- Carry your GWorld card with you at all times. Your GWorld card identifies you as a member of the GW community and allows access to buildings and other services.
- Register with Alert DC on GW Campus Advisories for emergency notification sent to email, cell phone and other mobile devices.
- Have a communication plan for contacting home and include someone who lives in another area code who can pass a message home. You may also want to program an emergency contact phone number into your cell phone under I.C.E. (In Case of Emergency).

The Office of Risk Management (ORM) serves the University community by providing support, training and the leadership necessary to maintain a safe and healthy campus, to minimize liabilities and to protect University assets.

General Safety

The University recognizes the importance of maintaining a healthy and safe environment for the entire University Community. One of the best ways to maintain this is to report unsafe conditions.

Fire Safety

Most fires are preventable and all members of the University community have the responsibility to prevent fires by being aware of potential fire hazards related to a campus environment.

Environmental Health

The ORM has developed environmental health programs to help protect University students, faculty, and staff. Environmental health concerns including indoor air quality, hazardous materials, asbestos, lead-based paint and mold are addressed.

Training

The ORM offers a variety of safety training programs, classes and resources.

Insurance and Claims Management

Any incident, which may result in a property or liability loss, should be immediately reported to the ORM.

The George Washington University Police Department is committed to working with the GW community to help ensure a safe and secure environment. Police personnel patrol the campus area 24 hours a day, 7 days a week.

Blue Light Phones

Emergency phones are located throughout campus. The phones dial directly to UPD where the caller's location is displayed and officers are immediately dispatched to the location.

UPD Escort Service and Colonial Express Shuttle Bus

"Let UPD get you home safe and sound" The Escort Service is designed to enhance the safety and peace of mind of the GW community when they must walk alone after dark.

Lost and Found

Come to UPD to recover lost items that have been found and turned in.

Neighborhood Action Team

Focused on solving quality of life issues raised by GW's neighbors, a UPD unit responds to concerns reported by neighbors and members of the GW community involving GW students' behavior.

Operation Identification

Students, staff, and faculty may contact UPD to engrave their belongings to assist in their recovery if lost or stolen.

RAD Self Defense Program

Women are encouraged to take advantage of this course designed to teach basic self-defense skills and techniques capitalizing on women's strength.

Campus Watch Initiative

Volunteers make a commitment to report suspicious activity or breaches of security via UPD issued cell phones.

Community Service Aides (CSAs) Program

Students work on campus in various halls and buildings providing extra eyes and ears for UPD.

EMeRG (Emergency Response Medical Group)

Certified volunteers provide quality emergency medical services to the GW community and are dispatched by the UPD Communications Center.
The ASPP committee met three times last semester and we have scheduled three meetings for this semester. Here are the issues we are considering this year:

**Less-Than-Full-Time Tenure Issues (LTFT):** Last year we learned that Ohio State University allows part-time tenure (at the level of ≥ 50%). This issue was also mentioned by President Trachtenberg at the Faculty Assembly. In order to work proactively, we formed a faculty-administration subcommittee with the following membership: Miriam Galston (Convener), Murli Gupta, Margaret Plack, Moses Schanfield, Annie Wooldridge, Diana Lipscomb, Barbara Miller, Lynda West, and Nicholas Kyriakopoulos. This subcommittee initially found twenty-five universities that appear to have a LTFT policy or practice. We contacted most of the twenty-five schools for more data—in particular, to find out the advantages they have seen in implementing less-than-full-time tenure and what problems they have discovered. We have found that 16 institutions have an official policy, four have an ad hoc policy, and five are considering this issue. The preliminary research seems to indicate that those institutions that have a LTFT policy do not initially hire faculty members with this type of contract. Instead, they use a policy that is similar to ours, which is to allow faculty members to move from full-time to part-time as a step toward retirement. The Committee expects to reach a conclusion of these issues in the near future.

**Board of Trustees resolution on tenure/promotion practices and role of school personnel committees:** The Board of Trustees believes that there should be a uniform process for tenure and promotion practices. They also believe we should have a school-wide personnel committee in order to ensure uniformity in the granting of tenure and promotion. They have expressed concern that the initiating unit (i.e., the Department) has too much determination in the outcome. Finally, they believe that a school-wide personnel committee should be appointed rather than elected. A Joint Committee comprised of members from ASPP and PEAF Committees has been formed. The members are R. Achrol, S. Marotta and M. Gupta (ASPP) and P. Wirtz, A. Wilmarth and J. Pelzman (PEAF), and David Robinson. This Committee met several times last semester and also had a meeting with EVPAA Lehman.

EVPAA Lehman has data from all market basket schools except Tufts. At the December meeting of ASPP, Lehman restated some of the concerns of the Board of Trustees. The Board would like a new school-wide personnel committee established that would be charged with the purpose of overseeing tenure and promotion issues. This additional committee will help to create a uniform process with a standard set of criteria for all faculty members who are being reviewed for tenure and/or promotion. These criteria should then be adopted and applied by the Deans at the college/school level, as well as at the departmental level. EVPAA Lehman also stated that having the committee appointed is preferable to elected, so that strict term limits can be set. This appointed committee would be made up of people at the top of their fields, and its composition should continually change. The sub-committee will meet again in January 2007.

**Salary Averages:** At our April meeting, EVPAA Lehman distributed data relating to the averages and medians of salaries of regular faculty; this information was circulated to the Faculty Senate. We have now requested that the administration provide the salary ranges and quartiles by colleges, and if possible, by departments. This information, when available, will be shared with the Senate.

Respectfully Submitted

Murli Gupta,
Chair, ASPP Committee
A RESOLUTION CONCERNING THE RIGOR OF REVIEW OF CANDIDATES FOR TENURE AND PROMOTION IN THE COLLEGES AND SCHOOLS OF THE GEORGE WASHINGTON UNIVERSITY

COMMITTEE ON ACADEMIC AFFAIRS OF THE GEORGE WASHINGTON UNIVERSITY BOARD OF TRUSTEES

Whereas, No decision reached at The George Washington University by the Board of Trustees is more important than one to grant tenure to a faculty member; and

Whereas, The granting of tenure implies a commitment of approximately $4M of University resources over the normal term of a tenured faculty member; and

Whereas, The University’s Strategic Plan for Academic Excellence through Goal 3, Objectives 3A [Build a world-class faculty] and 3B [Increase the scope and excellence of the GW research enterprise] along with their associated strategies, implies that only those faculty members who have clearly exceeded the stated criteria of the school and department in teaching, scholarship, and service should be granted tenure/promotion or promotion; and

Whereas, It does not appear that we yet have consistency across schools as to rigorous and impartial review against high standards relative to the stated criteria for tenure/promotion or promotion of candidates; and

Whereas, The George Washington University’s faculty members seek to be solidly comparative to our market basket of schools in average salaries, research expenditures, quality of students matriculating to GW, and other quantitative measures of prestige; THEREFORE

BE IT RESOLVED BY THE COMMITTEE ON ACADEMIC AFFAIRS OF THE THE GEORGE WASHINGTON UNIVERSITY BOARD OF TRUSTEES

(1) That the Executive Vice President for Academic Affairs conduct a review of the process of tenure and promotion at The George Washington University by comparison with the processes at our Market Basket Schools;

(2) That the Executive Vice President for Academic Affairs work with the Faculty Senate Executive Committee to strengthen the role of the School-Wide Personnel Committees (Section IV.D. of the Faculty Code) in the review of dossiers of candidates recommended for tenure/promotion or promotion such that their written review and written recommendation to the dean covers a thorough review of the qualifications of the candidate
relatively to the stated school and department criteria in addition to whether the procedures of the process were followed;

(3) That the Executive Vice President for Academic Affairs report back to the Committee on Academic Affairs by the October 2006 meeting on the review and the work accomplished to date with the Faculty Senate Executive Committee on strengthening the role of the School-Wide Personnel Committees.

Committee on Academic Affairs
Approved 18 May 2006
The Physical Facilities Committee has met four times since the submission of the annual report in May 2006. The meetings of June 7, August 16, and October 11 focused on the major work of the Committee over the past year—that is the identification of the most pressing academic needs with respect to future construction of new/expanded facilities from a list developed by the University administration. The list included four Schools (GSEHD, SEAS, Law, SPHHS) and two Centers (Cancer, Science/Engineering). As the Deans and their faculties are best qualified to prioritize academic need through data gathering and rational discussion, the Committee sought their help in this determination. Answers to a series of questions drafted by the Committee and aimed at assessing programmatic need were received from the Deans in April and compiled into a spreadsheet for comparison. A discussion of the Dean’s responses led to the conclusion that SEAS (remained in contention in the event of its exclusion from the planned science/engineering complex), GSEHD, and SPHHS had the greatest programmatic needs, but the Committee was unable to prioritize among the three. Thus, at a meeting on June 7 the Committee drafted an additional set of questions for the Deans in GSEHD, SEAS, and SPHHS with the purpose of gaining more quantitative information to aid in distinguishing the level of need of the each School for a new facility. On August 16, after receipt of the Dean’s responses to the set of additional questions and their compilation into the spreadsheet, the Committee met and determined that the greatest programmatic need was in SEAS and that the programmatic needs in GSEHD and SPHHS were both great but not distinguishable. The Committee’s conclusions were incorporated into a draft Resolution on Construction of New Academic Facilities and the content of the final draft of the Resolution determined at a meeting on October 11 (attachment 1). Resolving clause 5 in the final draft, challenged by the Vice President for Advancement, was revised by the Committee at a meeting on November 29. The revised clause was less binding in terms of directing the use of advancement funds for new academic facilities.

At the November 29 meeting, the Committee also heard a review from Eve Dubrow, Associate Vice President for Operations, on GW facilities performance and on major renovation projects both in progress and planned (attachment 2). Submitted on behalf of the Committee by Linda L. Gallo, Chair.
REPORT OF THE EXECUTIVE COMMITTEE

Lilien F. Robinson, Chair
January 19, 2007

ACTIONS OF THE EXECUTIVE COMMITTEE

Trachtenberg Prize Selection Committees

The Executive Committee has appointed Professor Maria Cecilia Zea to the Trachtenberg Scholarship Prize Committee; Professor Michael Castleberry to the Trachtenberg Teaching Prize Committee; and Professor Arthur Wilmarth to the Trachtenberg Service Prize Committee.

Committee Assignment

Pursuant to the discussion at the November Faculty Senate meeting with respect to the tenure/non-tenure ratios in the School of Public Health and Health Services, the Executive Committee has requested that the Committee on Fiscal Planning and Budgeting and the Committee on Professional Ethics and Academic Freedom form a joint subcommittee to work with Dean Katz and Vice President Williams on bringing the School of Public Health and Health Services into compliance with the Faculty Code tenure ratio requirement. We have also invited Dr. Williams to meet with the Executive Committee at our next meeting.

Meeting with Dr. Steven Knapp

I am pleased to report that over the semester break, at the invitation of the Executive Committee, incoming President Dr. Steven Knapp joined the Committee for luncheon and discussion. We also extended good wishes and offered assistance on behalf of the faculty.

PERSONNEL MATTERS

Grievances

The two grievances, one in Columbian College and the other in the School of Business continue in process. The appeal has been heard in the first and the decision is pending. In the School of Business the case is still in hearing.

OTHER MATTERS

Senate Committee on Research

Professor Joel Gomez and Professor Robert Rycroft, members of the Advisory Council on Research, have been appointed to the Faculty Senate Research Committee.
School Reports

As previously reported, we will be continuing to schedule presentations by the Deans. The next report will be from the Elliott School. Dean Brown will be joining us at the March meeting.

At either the April or May meeting, Dean Tong will be presenting an update on the School of Engineering.

Campus Plan

The Executive Committee has been in contact with Vice President Katz’s office to arrange for an update on the campus plan and Square 54, the former hospital site, when that information is available.

Senate Committee Service Forms

The forms for Senate Committee service are being prepared for distribution. As our participation and that of our colleagues is essential to the mission and work of the Faculty Senate and to shared governance, please urge our colleagues to volunteer for committee service. There has been a significant increase in participation the last several years and we need to sustain this positive momentum.

NEXT MEETING OF THE EXECUTIVE COMMITTEE

The next meeting of the Executive Committee is scheduled for January 26. Resolutions, reports and any other matters should be submitted in advance of that meeting.