

THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.

The Faculty Senate

March 5, 2009

The Faculty Senate will meet on Friday, March 13, 2009, at 2:10 p.m., in the State Room, 1957 E Street, N.W., 7th Floor

AGENDA

1. Call to order
2. Approval of the minutes of the regular meeting of February 13, 2009, as distributed
3. Introduction of Resolutions
4. Report on the Plan by the School of Public Health and Health Services to Achieve Compliance with the *Faculty Code*
Professor Edward J. Cherian, Subcommittee Chair
Interim Dean Josef J. Reum, School of Public Health and Health Services
5. General Business:
 - (a) Nominees for election to the Nominating Committee for the Executive Committee for the 2009-10 Session:

Professor Arthur E. Wilmarth, Jr. (GWLS), Convener;
Professors Michael S. Castleberry (GSEHD), Kurt J. Darr (SPHHS),
Charles A. Garris, Jr. (SEAS), Frederick W. Lindahl (SB),
Timothy A. McCaffrey, (SMHS), David L. Shambaugh (ESIA),
and Alan G. Wade (CCAS)
 - (b) Report of the Executive Committee: Arthur E. Wilmarth, Jr., Chair
 - (c) Chair's Remarks
6. Brief Statements (and Questions)
7. Adjournment

Elizabeth A. Amundson
Elizabeth A. Amundson
Secretary



Arthur E. Wilmarth, Jr.
Chair
Faculty Senate Executive Committee
The George Washington University
Old Main, Suite 400
1922 F Street, NW
Washington, DC 20052

February 12, 2009
(Revised from February 2, 2009
reflecting advice from the
Sub-committee on February 10, 2009 and the
Faculty Senate Executive Committee on February 27, 2009)

Dear Professor Wilmarth:

Thank you for the opportunity to respond to concerns raised by the sub-committee regarding our September 23, 2008 report to the Faculty Senate. Rather than re-state information offered in the September document, this response focuses on specific issues raised by Dr. Cherian in his memorandum of November 19, 2008, received by SPHHS on December 8, 2008.

At the outset, let me say how much we appreciated Dr. Cherian's interest in the school and his willingness to meet and learn more about our challenges and opportunities. His commitment to thoroughness took him to six of our departments (in six locations) to meet with our chairs, medical center vice presidents, and the Executive Vice President for Academic Affairs. He asked thoughtful questions, and provided useful insights, and I believe we are on a path toward our shared goal of compliance. We have made some progress toward those goals in the 92 working days since the September 23 submission, and we appreciate the opportunity to update the Senate. This revised version also reflects the thoughtful contributions of members of the sub-committee at our first meeting on February 10, 2009.

Attached, please find an updated set of charts illustrating our plan to bring the school into compliance with the 50% per department requirement in FY 2011, and the 75% requirement in FY 2012.

We estimate six of the seven departments will comply with the 50% rule in FY 2010.

Target dates are revised from the September 23, 2008 document to reflect commitments made by the Medical Center to the availability of additional resources, and a concerted effort on the part of department chairs to identify opportunities for internal departmental funding for new positions.

Dr. Cherian's November 19, 2008, memorandum offers several findings with the core issue remaining the SPHHS not being in compliance with Article I.B.1. of the *Faculty Code*.

“The proportion of regular, active-status faculty serving in non-tenure-accruing appointments shall not exceed 25 percent in any school, nor shall any department have fewer than 50 percent of its regular, active-status faculty appointments either tenured or tenure-accruing.”

We agree, SPHHS is out of compliance, we take the situation seriously, and we believe we are making strides toward compliance with Article I.B.1.

Our efforts to come into full compliance are funded using a mix of revenue including: tuition; projected research revenue generated by faculty to offset tuition support; funding from prior year savings of the school; and an aggressive development initiative to generate \$1.4 million dollars to support a specific program.

We also will continue to depend on the guidance and support of university and medical center senior leadership.

In order to fund the recruitment of faculty in FY 2010 and 2011 we will draw on resources from the tuition budget and drawing down \$1.4 million from savings.

For FY 09 we budgeted \$625,400 for new faculty recruitment, and are on target (Mix of \$250,000 from tuition and \$375,000 from savings).

For FY10 we are budgeting \$965,000 for new faculty recruitment (Mix of \$250,000 from tuition and \$715,000 from savings).

For FY 11 we project a budget of \$525,000 for new faculty recruitment (Mix of \$250,000 from tuition and \$275,000 from savings).

Every department in SPHHS is currently recruiting tenure-track and non-tenure track faculty. It is worth noting, the Medical Center and SPHHS

approach the process of recruitment differently from the method used in other schools in the university.

The School of Public Health and Health Services has, since inception, conducted national searches for departmental chairs (and all regular faculty both tenure track and non-tenure track) with records of accomplishment in teaching, research, and service.

Over the course of the last five years, six of the seven chairs were recruited or appointed through our national search process. SPHHS department chairs play a central role in defining the strategic vision for their departments, including faculty recruitment, as well as identifying opportunities for co-recruitment with other departments in the school and in the university.

Chairs in SPHHS are tasked with detailed management of complex \$1.0 million dollar budgets, and are expected to generate departmental, cross-departmental-, and inter-school research activity for their entire faculty. A full time administrator works with the chair, the office of the dean, and the medical center administration, to manage departmental resources to maximize utility and savings. Departmental savings support faculty innovation and initiatives. In 2008, the Department of Epidemiology and Biostatistics established an internally funded Junior Faculty Research Award, supported by departmental savings from a prior budget year.

In SPHHS the chair (or new chair), upon appointment, is provided a pool of resources by the school, to "hire as many faculty as possible" under the SPHHS 100/66/33 program (outlined in the SPHHS Budget Manual, shared with the Sub-Committee in October 2008, and publicly available on-line on the school website). Under this approach, the determination of the number of faculty is determined, in collaboration with the office of the dean, and the number of faculty is only limited by the amount of resources expended to fill each appointment.

We will not depart from this approach, nor will the multi-year commitment to the chairs and departments by the school be ended, under this compliance plan. It would not make sense to do so, especially in the current fiscal environment, and because the strategy is working very well to bring the most talented people possible onto our faculty.

One example illustrates the potential of our approach. SPHHS is currently searching for a new Chair of Environmental and Occupational Health. The search was initiated and authorized by the Executive Committee of the Medical Center Faculty Senate in September of 2008, and the review of applications began on Tuesday. We expect the final candidate will be

worthy of a recommendation for tenure or accelerated tenure track, by our APT Committee.

The new chair will be provided, as a part of the recruitment package, a guarantee from the school of a set amount of resources to recruit new faculty. We fully expect no less than 50% of subsequent EOH recruitments will be on the tenure track. The new chair could decide to recruit two senior faculty using the available resources and be done with the process, or she/he might recruit as many as four or five junior faculty depending on the availability of resources, and the research these new faculty might bring into the school, in either case we will be in compliance with the code as a result of these recruitments.

The attached projections assume the possibility of some number of the recruitments underway resulting in internal non-tenure-track faculty being selected for tenure-track positions after a thorough and open national search. Four factors support this assumption:

1. The SPHHS has always conducted national searches for regular faculty.
2. Regular non-tenure faculty members should have a fair opportunity to apply and compete for faculty positions on the tenure track.
3. Many of our non-tenure/tenure track faculty have significant research underway.
4. Where current faculty are selected for appointment to tenure track positions, no new resources will be required by the department to support their work.

As to the other issues raised by Dr. Cherian on behalf of the sub-committee:

“Search committee and appointment promotion and tenure committee staffing,” Going forward we will be certain to have tenure track searches chaired by faculty with tenure. We appreciated the advice of the sub-committee as to how we best encourage participation by tenured faculty in all searches. As to the APT committee, the chair of that committee has not expressed dissatisfaction with the support provided to the committee by the Medical Center Office of Faculty Affairs.

“The new building”

The proposed new academic facility is critical to many of the goals of the university, the medical center, and the school, and provides the potential to generate additional resources through tuition/day/evening/executive programs. We believe, based on enrollment, current teaching load data, and the attached projections, we will have sufficient faculty to support all academic programs in the any facility scheduled for a 2014 opening.

We have, in the last several months, increased our “daylight offerings” and added a 40-seat classroom to our resource pool. With the input of SPHHS standing faculty committees, and the guidance of our chairs, we look forward to increasing daytime offerings in the fall and spring semesters using classrooms outside of Ross Hall.

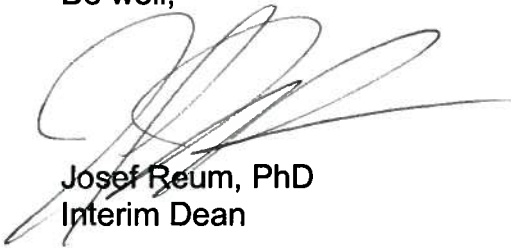
We look forward to working with the sub-committee in the months ahead in implementation of the plan, and a continuation of our positive relationship with University Faculty Senate.

To this point we agree to the following provisions:

The Dean of SPHHS will meet two times each year with the Senate's Special Joint Subcommittee on Compliance by SPHHS with the Faculty Code until full compliance is achieved.

As provided in Faculty Senate Resolution 01/11, adopted on April 12, 2002, the Dean of SPHHS will submit an annual report to the Faculty Senate on SPHHS' progress in achieving compliance with the Faculty Code until full compliance is achieved.

Be well,

A handwritten signature in black ink, appearing to read 'Josef Reum', is written over the typed name and title.

Josef Reum, PhD
Interim Dean

School of Public Health and Health Services
Table 1. Projections for Growth in Tenure (T) and Tenure-Track (TT) Positions as a Proportion of All SPHHS Regular Faculty, by Fiscal
as of January 28, 2009

	HISTORICAL DATA					CURRENT and 2010 PROJECTIONS (GROWTH)			Future PROJECTIONS (STEADY-STATE)	
	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2011	FY 2012
REGULAR FACULTY (INCLUDING TENURED / TENURE-TRACK)	48	46	48	46	40	48	63	63	63	63
# in place June 30 of previous FY	2	5	4	3	13	20 ⁽⁴⁾	5	5	5	5
# Join during FY	4	3	6	9	5	5	5	5	5	5
# Leave during FY	46	48	46	40	48	63	63	63	63	63
# in place on June 30 (end) of current FY	T / TT									
TENURED / TENURE-TRACK FACULTY ONLY	15/5	15/3	14/5	15/4	19	27	44	44	44	46
# in place June 30 of previous FY	0/0	1/2	1/0	0/2	10	19	4	4	4	4
# Join during Year	0/2	2/0	0/1	1/1	2	2	2	2	2	2
# Leave during Year	15/3	14/5	15/4	14/5	27	44	46	46	46	48
# in place on June 30 (end) of current FY	T + TT									
PERCENTAGE OF TENURED / TENURE-TRACK FACULTY	39%	40%	41%	48%	56%	70%	73%	73%	73%	76%

Currently, as of January 28, 2009, SPHHS has 46 regular faculty members, 25 (54%) appointed in tenured or tenure track positions.

Assumptions:

1. Projected increases in the number of new regular faculty for FY 2009 and FY 2010 are based on currently anticipated departmental recruitment needs, as well as on the replacement of departing faculty. Projected increases for FY 2011 and FY 2012 are based only on the anticipated replacement of departing faculty. All such projections assume that adequate financial resources are available to successfully complete the School's recruitment efforts.
2. Approximately 80% of new regular faculty searches are projected to result in a tenured or tenure-track appointment. This figure is based on SPHHS faculty search experience over the past 18 months.
3. Projected attrition of regular faculty for FY 2009 through FY 2012 is estimated to be 5 individuals each year, including two tenured/tenure-track faculty. This figure is based on SPHHS faculty attrition experience over the past four fiscal years. While the past is an imperfect predictor of the future, this uncertainty should not materially affect our projections, since recruitment efforts are assumed to be in a steady state with attrition rates, with a lag of approximately two years.
4. For anticipated appointments described in Table 1 (and effective in FY 2010), we expect strong applications from some SPHHS research and non-tenure-track faculty. Projected increases in the number of new regular faculty for FY 2010 assume that two SPHHS non-tenure track faculty compete successfully for tenure-track positions (in essence, "converting" from non-tenure track status to the tenure track, effective July 1, 2009.) Thus, while we anticipate the successful completion of 22 regular faculty searches (both tenurable and non-tenure track) over the next several months, we also expect a net increase of only 20 new regular faculty during that period.

Regular SPHHS Faculty by Department, Projected for 6/30/2010

Dept	Name	Tenure Status	
EOH	Dr. Katherine L. Hunting	N	EOH: 3/6 = 50%
EOH	EOH Chair	T	
EOH	Dr. Marina Moses	N	
EOH	Dr. Rebecca T. Parkin	N	
EOH	EOH 1 - Global EOH	TT	
EOH	EOH 2 - TBD	TT	
EpiBio	Dr. Sean D. Cleary	N	Epi/Bio: 7/14 = 50%
EpiBio	Dr. Alan Greenberg	T	
EpiBio	Dr. Robert P. Hirsch	T	
EpiBio	Dr. Daniel A. Hoffman	N	
EpiBio	Dr. Heather Hoffman	N	
EpiBio	Dr. Jeanne Jordan	T	
EpiBio	Dr. John M. Lachin	T	
EpiBio	Dr. Manya Magnus	N	
EpiBio	Dr. Richard K. Riegelman	T	
EpiBio	Dr. Dante A. Verme	N	
EpiBio	Dr. Heather Young	N	
EpiBio	Biostatistics junior faculty	TT	
EpiBio	Cardiovascular disease epi	TT	
EpiBio	EpiBio TBN	N	
EXSC	Dr. Loretta DiPietro	T	EXSC: 3/8 = 38%
EXSC	Dr. Todd Miller	N	
EXSC	Dr. Wayne C. Miller	N	
EXSC	Dr. Beverly Westerman	N	
EXSC	ExSc 1 - Nutrition/Dietetics	TT	
EXSC	ExSc 2 Anat/Phys/AT	N	
EXSC	ExSc 3 Sport/Ex Psych	TT	
EXSC	ExSc 4 Clin Ex Pysiol	N	
GH	Dr. Jon Andrus	N	GH: 6/8 = 75%
GH	Dr. Sarah Baird	TT	
GH	Dr. Tilly Gurman	TT	
GH	Dr. Sangeeta Mookherji	TT	
GH	Dr. Wendy O'Meara	TT	
GH	Dr. James Sherry	N	
GH	Dr. Elanah Uretsky	TT	
GH	Global 7 (Health Syst Mgt)	TT	
Hpol	Dr. Brian Biles	T	Hpol: 10/16 = 63%
Hpol	Dr. Avi Dor	T	
Hpol	Ms. Ruth J. Katz	N	
Hpol	Dr. Leighton Ku	TT	
Hpol	Dr. Jeffrey W. Levi	N	
Hpol	Dr. Fitzhugh Mullan	N	
Hpol	Ms. Sara Rosenbaum	T	
Hpol	Mr. Joel B. Teitelbaum	N	
Hpol	Dr. Susan Wood	TT	
Hpol	HP 1 - HIV/AIDS Pol	N	
Hpol	HP 2 - Hlth Pol/HlthLaw	N	
Hpol	HP 3 - Child Hlth Policy	TT	
Hpol	HP 4	TT	
Hpol	HP 5	TT	
Hpol	HP 6	TT	
Hpol	Women's Health Pol - Jr faculty	TT	

Regular SPHHS Faculty by Department, Projected for 6/30/2010

Dept	Name	Tenure Status	
HSML	Dr. Robert E. Burke	N	HSML: 4/6 = 67%
HSML	Dr. Kurt J. Darr	T	
HSML	Dr. Steven R. Eastaugh	T	
HSML	Dr. Leonard Friedman	T	
HSML	Dr. Josef J. Reum	N	
HSML	HSML 2	TT	
PCH	Dr. Lorien C. Abrams	TT	PCH: 11/13 = 85%
PCH	Dr. James F. Cawley	T	
PCH	Dr. Mark C. Edberg	N	
PCH	Dr. Ayman El-Mohandes	T	
PCH	Dr. Douglas Evans	TT	
PCH	Dr. John H. Grossman	T	
PCH	Dr. Karen McDonnell	TT	
PCH	Dr. Caroline H. Sparks	N	
PCH	Dr. Amita Vyas	TT	
PCH	Dr. Richard Windsor	T	
PCH	PCH 1 - Director, COPC MPH	TT	
PCH	PCH 2 - Health Behav/MCH	TT	
PCH	PCH 3 - TBD	TT	

NOTES:

- (1) Faculty projected to be hired between 1/28/09 and 6/30/2010 are highlighted in yellow.
- (2) This table does not include a new SPHHS dean (T), since the dean's home department is not known.
- (3) Since it is impossible to know their distribution by department, this table does not include approximately 9 departures of regular faculty that are projected to occur between 1/28/2009 and 6/30/2010.