

THE GEORGE WASHINGTON UNIVERSITY
Washington, D.C.

MINUTES OF THE REGULAR MEETING
OF THE FACULTY SENATE HELD ON
FEBRUARY 8, 2008 IN THE STATE ROOM

Present: Executive Vice President for Academic Affairs Lehman and Registrar Amundson; Deans Katz and Tong; Professors Artz, Biles, Corry, Costanza, Delaney, Englander, Garris, Helgert, Johnson, Marotta, Pagel, Parsons, Robinson, Rycroft, Simon, Wilmarth, Windsor, Wirtz, and Yezer

Absent: President Knapp and Parliamentarian Johnson; Deans Barratt, Brown, Futrell, Lawrence, Phillips, Scott, and Whitaker; Professors Becker, Castleberry, Cordes, Galston, Griffith, Harrington, Pelzman, and Wade

The meeting was called to order by Executive Vice President for Academic Affairs Donald R. Lehman at 2:20 p.m.

IN MEMORIAM

Professor Carol B. Stapp read a Tribute in Memory of Marcella Louis Brenner, Professor Emeritus of Education. (The Tribute is attached.)

INTRODUCTION OF NEW FACULTY

Professor Lilien F. Robinson introduced Richard A. Windsor, Professor of Prevention and Community Health. Professor Windsor was elected by the School of Public Health and Health Services to fill the vacancy created by an amendment to the Faculty Organization Plan authorizing a second Senate representative for the School.

APPROVAL OF THE MINUTES

Professor David P. Costanza requested that the question concerning what can be done to ensure that faculty members in the classroom know how to proceed in an emergency, attributed to Professor Englander on page 3, be amended to reflect that he posed this question. The minutes of the meeting of January 18, 2008, were then approved as amended.

INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

ANNUAL UPDATE ON THE SCHOOL OF PUBLIC HEALTH AND HEALTH SERVICES

Dean of the School of Public Health and Health Services (SPHHS) Ruth J. Katz expressed appreciation for the opportunity to provide the Annual Update on the School. She also congratulated Professor Windsor on his election to the second SPHHS seat on the Senate, noting that Professor Brian L. Biles has represented the School very well. She added that she had no doubt that Professor Windsor would do the same and thanked them both for their hard work on behalf of the School.

Dean Katz began her report by noting that the School has spent the last year celebrating its 10th anniversary. A three part series of articles in the GW Medicine and Health magazine marking the occasion was distributed at the Senate meeting. The articles describe the School's history, provide a snapshot of the School at the present time, and outline some of the School's aspirations for the future. Dean Katz also distributed a set of charts summarizing key points of her report. [The charts are attached.]

The School has spent the past year and a half preparing for its reaccreditation visit which took place in October. The site visit went very well and while the School did not receive a perfect score, which would be unusual, there were no surprises. The Council on Education and Public Health, which is the accrediting body for Schools of Public Health and Health Services in this country, will hold its annual meeting in June at which time Dean Katz said she fully expected that SPHHS would be reaccredited for a full seven-year term, which is the maximum permitted.

Dean Katz briefly described student demographics at the School over four years, from Fall, 2004 to Fall, 2007. A major goal of the School is to attract students from beyond the D.C. metropolitan area. While the number of students from abroad has remained relatively constant, the number of students from outside the D.C. metropolitan area has increased steadily over the past three years. Although SPHHS has increasingly become the first choice of top public health students, it continues to lose a good number of applicants because the financial aid situation at the School is so dismal. Although the School enrolls from 700 to 800 Master's degree students, only \$650,000 in total financial aid is available to the group.

The School's research portfolio continues to grow by leaps and bounds. The chart reflects nearly \$51 million in research attributable to the Biostatistics Center, with an additional \$17 million generated by faculty at the Foggy Bottom campus in fiscal year 2007. This number has nearly doubled in the past three years. Dean Katz also reported on total research expenditures related to D.C. public health activities from 2004 to 2007. These expenditures have quadrupled over the period, with the D.C. Government supporting some three quarters of the School's District-related activities in FY 2007. The School has forged a very strong working relationship with the D.C. Department of Health, recently playing an integral role in the Department's collection of information reporting on the incidence of HIV/AIDS in the District. Dean Katz said that she expected that total research funding in 2008 from the District of Columbia would exceed that received in 2007.

Dean Katz also presented information on the growth of the School's faculty from Fall, 2004 to Fall, 2007. During that time the number of regular faculty has declined from 50

to 43, the number of research faculty has increased from 23 to 36, and the number of visiting faculty has increased from one to nine. The percentage of full-time faculty from racial/ethnic minority groups over the past three years has grown from 10.8% to 18.1%. Approximately 10 searches for regular, active-status faculty are currently underway. The report also contains a breakdown of the School's tenured and tenure-track faculty appointments by department as of February 4, 2008. The appointment of a new permanent Chair for the Department of Exercise Science has just been announced, and her arrival in July will mark the first time in the almost 11 year history of the School that seven permanent department chairs will be in place at once. Now that permanent chairs have been hired, the School has begun a very aggressive recruiting strategy in each department for new faculty members.

Professor Robinson asked how many of the 10 searches were for tenured or tenure-track faculty. Dean Katz responded that all of them are. Professor Helgert asked about the total number of students in the entering class, and Dean Katz pegged this number at 300, with two-thirds of the students coming from outside the D.C. metropolitan area, an indication, she said, that the School's nationwide reputation is growing.

Professor Wilmarth said he understood that Dean Katz had been discussing the issue of the School's compliance with the Faculty Code with President Knapp and Vice President Lehman. He asked whether the School was firmly committed to moving steadily toward compliance with Article I.B.1. of the Faculty Code, which requires that 75% of faculty members in the School hold tenured or tenure-track positions, and that 50% of each department hold tenured or tenure-track positions. Dean Katz responded that the School is moving as steadily and quickly as it possibly can to come into compliance. Professor Wilmarth said it would be very important for next year's report by the School's Dean to present a detailed plan for compliance with the Faculty Code and a detailed description of the School's progress toward that goal. He noted that discussions about such a plan have been ongoing for the past two years and that, last year, a joint subcommittee chaired by Professor Edward Cherian [who was present at the Senate meeting] requested such a detailed plan as part of the subcommittee's review of the School's lack of compliance with the Code. As yet, the requested detailed compliance plan has not been submitted to the joint subcommittee. Although Professor Wilmarth said he appreciated that there are 10 searches for regular faculty underway and that Dean Katz indicated that all of those searches might be for tenured or tenure-track positions, he emphasized that the School's submission of a detailed compliance plan would be an essential step.

Professor Robinson asked for and received the privilege of the floor for Professor Edward Cherian, who said that the joint subcommittee he chairs sent a memorandum to Dean Katz some seven months ago asking her in detail how the School intended to meet the 75-50% goals. As Dean Katz has not responded to this inquiry by providing the requested detail, Professor Cherian asked her if she could do so now. Dean Katz responded that she had contacted Professor Cherian to advise him she would be meeting with Vice President Lehman about this prior to President Knapp's arrival in August and that, following his arrival, she would be meeting with him. The meeting has now taken place. She said she could not at this moment in good faith lay out for the Senate a faster timeline than the one provided last year.

Professor Cherian pointed out that gist of their conversation last year was that the School is unable to attract tenured or tenure-track faculty, so the essence of the joint subcommittee's memorandum was to inquire what the School planned to do differently to attract tenured and tenure-track faculty. Dean Katz said she saw having a full complement of permanent department chairs as helpful in recruiting regular faculty. Some of the faculty members recruited over the past couple of years are in turn helping to attract other colleagues. However, as reported last year, challenges faced by the School remain. These include the fact that classes cannot begin until four o'clock in the afternoon, the School has no endowment, and the only way it can pay for faculty is through tuition dollars. The School also pays a very high margin, or percentage of its revenue, to the University. As already pointed out, the School has only a small amount of money to spend on financial aid for students and thus it generates fewer tuition dollars. The School is trying to bring on more faculty by attracting individuals who can, in addition to teaching and service, make a strong commitment to the research portfolio, which is not only a high priority for the School, but for the University as well. Professor Cherian inquired how progress could be made if all these obstacles remain. Dean Katz said she thought the goals could be accomplished slowly but surely, by hiring the best people the School can attract as quickly as it can, as it enhances its reputation. Professor Cherian said that this lack of compliance with the Faculty Code has now been ongoing for over 10 years – since the School's founding -- and relatively little progress has been made. Dean Katz responded that she could only report the progress that has been made.

Professor Yezer reiterated his remarks from last year concerning the need for the School to develop a business model or plan to achieve compliance with provisions of the Faculty Code. He also said he thought that after last year's SPHHS Update that such a plan would be forthcoming.

Professor Garris said he noticed that the number of research and visiting faculty at the School seems to be increasing dramatically, and he asked Dean Katz if she thought this upward trend would continue. Since the School seems to have little trouble attracting these faculty, he also asked if these people were qualified to become regular faculty members. Dean Katz responded that most of the School's visiting faculty are found in two departments, Global Health, and Exercise Science. She added that hiring regular faculty in both of these departments is a very high priority, and that she expected the number of visiting faculty to be reduced in the future. On the other hand, Dean Katz said she expected the number of research faculty to increase. These faculty members contribute both to the teaching and research missions of the School, but their salaries are dependent upon the amount of research conducted in the School.

Professor Wirtz said that it seemed to him in examining the data provided by Dean Katz that if all ten of the searches this year are successful, there would be a 14% increase in regular, active-status faculty members. He said he thought it more likely that the School might hire seven new regular faculty members, and if new regular faculty members were hired at that rate from now on, the School might reach the 75% goal in about five years. He asked Dean Katz if she thought this was realistic, or optimistic. Dean Katz responded that she honestly could not commit to a five-year deadline under the circumstances. Professor Wirtz then asked if all seven of the permanent department chairs in SPHHS are tenured or tenure-track faculty members, as Dean Katz had cited this as a development which would aid recruitment of regular faculty in the School. Dean Katz responded that all but two of the

department chairs are tenured faculty members. Professor Wirtz asked if it was possible that all seven of the department chairs might be tenured by the time of her next annual report. Dean Katz responded that at present the School has no expectation of replacing the two non-tenured department chairs. Professor Wirtz said he thought an awfully important way of changing the operating paradigm in the School would be to have the School's leadership in the same type of positions as those it sought to recruit. Professor Wirtz then encouraged Dean Katz to think about whether or not it would be appropriate for all of the department chairs in the School to be tenured.

Professor Wilmarth said that comments by members of the Faculty Senate show some appreciation for difficulties the School is encountering, as well as for the limited progress which has been made. That progress, he added, is deliberate at best, and slow at worst. In 1997, and again in 2002, the Faculty Senate clearly expressed its understanding and expectation that the School would comply with Article I.B.1. of the Code. The Code is not merely an aspirational document, because it provides the foundation for shared governance at the University and faculty members are certainly bound by its terms with respect to their duties and responsibilities. The Faculty Senate fully understands and expects that the Administration is bound by the Code's provisions as well. Professor Wilmarth requested that Vice President Lehman work with Dean Katz to bring back to the Senate the requested detailed compliance plan, containing, as suggested by Professor Yezer, some realistic parameters and projections of the financial revenues needed to achieve compliance. This would provide the Senate with greater confidence that compliance would be achieved and would affirm the School's commitment to meeting the requirements of the Code as a blueprint for shared governance. Dean Katz said that she and Vice President Lehman have been working and will absolutely continue to work together on achieving compliance. In response to Professor Wilmarth's reiteration of his question about provision of a detailed plan, Dean Katz said that while she thought what she had done last year was satisfactory, obviously the Senate thought it was not; she also reiterated her pledge to try and do better.

Vice President Lehman commented that, as reported by Dean Katz, he and President Knapp would continue working with her on this issue. He said that the administration is trying to collect data on what other Schools of Public Health look like, relative to the proportion of non-tenure-track and tenured or tenure-track faculty. The administration is also examining the issue from the viewpoint of resources that are actually available to attract faculty members to the School. He said he expected that more information will be available when Dean Katz makes her next annual report.

ANNUAL REPORT ON THE COMPOSITION OF THE FACULTY

Vice President Lehman distributed copies of his report, which is attached. Most of the data in the report tracks the composition of the faculty over a ten year period from 1998 to the present. For reasons of space, information for 1999 and 2001 was omitted. Vice President Lehman prefaced his remarks by noting that in 2001, the University enrolled 2,550 freshmen. In 2004 the freshman class numbered 2,660. Those were the two largest freshman classes in the University's history, the norm being approximately 2,400 freshmen or fewer. In 2007, 2,110 freshmen were enrolled, and the target for Fall, 2008 is 2,350. Vice President Lehman asked that data about faculty counts be considered alongside this information on class size, as the numbers in many ways track this framework.

Information on the number and percentage of regular, active-status faculty (tenure-track and non-tenure-track), limited service faculty (excluding research, visiting and affiliated), and research faculty is provided by school in the report. Information on Columbian College of Arts and Sciences, the Elliott School of International Affairs, the School of Business, the School of Engineering and Applied Science, and the Graduate School of Education and Human Development are grouped together because the unified budget and blended accounting applies to these five schools. Information in the report concerning the regular, active-status faculty and limited service faculty refers to occupied lines. The four other schools, the College of Professional Studies, the GW Law School, the School of Medicine and Health Sciences and the School of Public Health and Health Services are also reported as a group.

Over the past ten years, the total number of regular, active-status faculty has fluctuated from year to year, very often closely tracking enrollment numbers. Over the reporting period in the first group, 82 faculty positions have been added. The percentage of tenure-track vs. non-tenure-track faculty in each of these schools is also provided. Four of the five schools in the first group meet requirements of Article I.B.I. of the Faculty Code, which provides that no more than 25 percent of the regular, active-status faculty in each school serve in non-tenure-accruing appointments, and that no department shall have fewer than 50% of its regular, active-status faculty serving in either tenured or tenure-track positions. The Graduate School of Education and Human Development, with 37.6% of faculty in non-tenure-track positions, does not comply with Article I.B.I. of the Code. The number of regular, active-status faculty in the School of Education has not changed a lot over the reporting period, but it has been changing because of a business plan approach, an idea that has been advocated by Professor Yezer. When justified from the viewpoint of additional revenue, contract lines can be converted to tenure lines. This year the Education Administration department submitted a business plan which demonstrated new revenue at a net margin of 40% for this component of the program, and as a result, the addition of a new tenure-track position was approved for the department by Academic Affairs.

In the second group, 24 regular, active-status faculty positions have been added. The College of Professional Studies and the Law School are both exempt from the above-cited Faculty Code requirements. The School of Medicine is subject to Article I.B.1. Code requirements, but the requirements do not apply to the School's faculty who are stationed at affiliated institutions. Information presented in the report shows that the Medical School is slightly out of compliance with the Code. [See the discussion below concerning questions about the numbers reported.] The School of Public Health and Health Services also does not comply with the requirements of Article I.B.1. of the Code.

The number of limited service faculty (as defined in the Code) in the first group has decreased over a seven-year period from 870 to 817. In the second group, these numbers have increased over the same time frame from 1,994 to 2,071. For all of the nine schools, the number of research faculty has declined over a six-year period from 158 to 132. Information on the numbers of academic personnel in other grades [retired and visiting as defined in the Code] and on faculty stationed at institutions affiliated with the Medical School is not included in the report.

Professor Wirtz said it seemed to him that the numbers in the report suggest that the rumor that keeps circulating about there being a Board of Trustees-mandated cap on the total number of tenure slots is incorrect. Vice President Lehman confirmed that he reports these numbers to the Academic Affairs Committee of the Board each year, but there is presently no such limitation on the part of the Board.

Professor Wirtz said he was intrigued by the net margin figure of 40% mentioned by Vice President Lehman. As Executive Vice President and Treasurer Louis Katz has insisted that research is an activity on which the University loses money, Professor Wirtz said it seemed to him that the basis for adding tenure-track slots has much more to do with the University's teaching capacity than with research capacity. Vice President Lehman responded said he thought this was certainly true as far as the basic structure of the unified budget was concerned. Not all of the five schools that are in the integrated or blended budget model, (CCAS, ESIA, SB, GSEHD and SEAS) cover their own overhead from the viewpoint of a pure business model. Neither GSEHD nor SEAS covers their overhead. Vice President Lehman said he selected a margin target of 40% for each of these Schools, because he believes absolutely that both of the Schools can achieve this goal. [The margin is a School's net tuition revenue minus its operating expense, including salaries and its operating budget.]

Vice President Lehman reported that, at this point in time, GSEHD has made the most progress toward the goal. It is presently operating at about 18 – 19% margin which is a significant improvement as just a few years ago, the School actually had a negative margin. Unfortunately, Engineering School results have gone up and down – there was a period when the School seemed to be making good progress upwards, but most recently the School has gone backwards; it does not now have a negative margin, but it has not shown significantly positive gains as GSEHD has done. So, to a limited extent, Professor Wirtz's observation about tenure slots, teaching capacity, and research capacity is accurate.

Another factor coming into play has been a special supplemental endowment payout authorized by the Board of Trustees two years ago for additional investment in the University's Strategic Plan for Academic Excellence. Vice President Lehman said he had used about \$2 million of the payout to fund 5 additional Signature Programs, awarded to schools on a competitive basis. Vice President Lehman said he had reserved another \$2.5 million specifically for hiring top level faculty members in strategic areas that the deans put forward as being areas in which they thought the University could have a major impact. Both ESIA and SEAS were able to initiate searches for top-level people, and hopefully there will be other opportunities like this to add to the number of tenure lines in the schools in the future.

Professor Wirtz said he wanted to make a point from a philosophical perspective, and that is, as the University moves closer and closer to its objective of becoming a top-tier research organization, the issue of assigning tenure-track slots based on the net margin contribution may need to be re-thought. While he said he understood that there may be special funds to draw upon which will move the University in the desired direction, if tenure-track slots are essentially pegged to net revenue, then it seems that the University will not be investing in research, but rather in teaching. He added that he was not sure that this is consistent with the University's overall Strategic Plan.

Professor Helgert requested and received the privilege of the floor for Dean Timothy W. Tong of the Engineering School. Dean Tong said that he wanted to add a piece of information which was in contradiction to that just offered by Vice President Lehman. According to GW calculations, last year, Fiscal Year 2007, the Engineering School turned in overhead of 21%, which is the highest figure for the School since his arrival at GW eight years ago. The overhead turned in by SEAS in recent years has not been in a backward trend.

Professor Windsor inquired about Executive Vice President and Treasurer Louis Katz's comment that the University actually loses money on research activities. Discussion followed. Utilizing what he termed "rough numbers," Vice President Lehman explained that overall, the University receives nowhere near 51% in indirect cost recovery monies; it recovers only about 20% of research expenditures out of a Medical Center total of \$45 million. Approximately 10-11% is recovered from University research expenditures of \$95 million, except for research expenditures for the Biostatistics Center which has a fixed 26% negotiated rate because it is off campus. Total expenditures for Biostatistics Center amount to about 50% of the University total. The amount recoverable depends upon funding sources, with federal grants usually generating more than foundation grants. In total, the amount of overhead the University actually brings in does not cover the expense of the infrastructure necessary to support research activities, for example, the Office of Research Services and the research compliance offices. There are however, non-financial benefits to conducting research, as it attracts students and brings in tuition revenue, supports graduate study, enables faculty members to buy out time for research projects, and allows the University to purchase equipment it would not otherwise have. Professor Yezer reminded the Senate that it had received a detailed report on research in March 2007, and urged that everyone remember that. He also noted that there are areas where in fact a 51% indirect cost recovery does work and flows directly to the University's bottom line, particularly on those projects where, for example, no equipment is used, and graduate students do not receive direct tuition support. Such projects cross-subsidize the rest of sponsored research at GW.

Professor Simon said, as he did last year, that faculty counts for the Medical School are incorrect, as the reports lists 85 faculty. There are approximately 250 faculty, some of whom are tenured, in the Medical Faculty Associates (MFA), and these are part of the Medical School and should be counted. Vice President Lehman said he thought if those individuals were added, they would fall into the same category as faculty at affiliated institutions, such as the Children's National Medical Center. Technically, the MFA in the strict legal sense is not the same entity as the Medical School, and the salaries of faculty members in the MFA are not paid by the University. Vice President Lehman agreed to review the data again, but commented that this is the accounting furnished to IPEDS (International Post-Secondary Educational Data System) each year. Professor Simon asked where MFA individuals are now counted. Vice President Lehman responded that they are probably included in the limited service faculty category. Professor Simon said that MFA faculty should not be counted in this group if they do not belong to it. In the Medical School, limited faculty appointments are held by physicians in private practice who occasionally take a student into their office one half-day a week. It is absurd to equate an MFA faculty member who directs a major course such as Microbiology with a position of limited faculty. Professor Parsons said he believed that a Senate Committee was looking into the "undercounting" issue as part of an examination of proportional Senate

representation in the Schools, including the Medical School and Columbian College. Professor Robinson confirmed that the Professional Ethics and Academic Freedom Committee is looking into this issue.

Professor Delaney reiterated Professor Simon's point, that MFA members are told they are regular full-time faculty and treated as such, but the reported numbers do not reflect that. It seems the Vice President's explanation is that the firewall that was built between the University and the MFA as an expediency several years ago does in fact exclude MFA faculty from being considered regular full-time faculty members and that is why they are not included in the Medical School tally.

Professor Garris asked about the 40% margin as a benchmark for the GSEHD and SEAS. It seems that benchmarks are imposed that exclude the contribution of research that the schools and faculty make. Vice President Lehman responded that this is only because research is not included in the unified budget model; research itself, i.e., direct expenditures, are regarded as a zero contribution. He added that he thought whether or not research should be included or excluded in the unified budget model was something that could be discussed and that certainly the research component that comes from indirect costs could be added to the model.

Professor Costanza said it was the perception of chairs and other faculty in Columbian College that the assignment of tenure-track positions is a function of research activity and not of teaching, and thus the sense is that the way for departments to either get more tenure-track slots or more contract slots to be transitioned to tenure-track slots is to do more research and not more teaching. To a certain extent that is reinforced by the idea that graduate credits in particular are rewarded with contract teaching jobs rather than tenure-track jobs. Professor Costanza said he thought that perceptions on the way in which the system works need to be clarified to the chairs and the faculty, because Vice President Lehman's assertion that teaching leads to tenure-track jobs is certainly not the perception of his constituency. Vice President Lehman said that this statement was only used as an illustration of the situation in the GSEHD. All of the deans have different approaches when they put forward their recruitment plans each year, and Vice President Lehman said that in most instances he follows very closely what the dean recommends relative to each school. Professor Costanza said he thought that it was important for the deans to present a consistent message to the faculty, as the University moves toward becoming a primary research institution. Vice President Lehman said he thought that over the past ten years Columbian College has had a number of deans with different leadership styles, and this may have contributed to the perceptions reported by Professor Costanza.

Professor Wilmarth said that the point brought up by Professors Simon and Delaney was an important one. The question really is whether the MFA is a so-called affiliated institution under Article I.B.1. of the Faculty Code. If it is an affiliated institution, then full-time faculty in the MFA should not be counted for purposes of the Medical School's Code compliance, but their numbers should be reflected in a separate line for affiliated institutions showing how many tenured, tenure-track, or contract faculty there are at such institutions. They definitely should not be counted as limited service faculty. Vice President Lehman agreed and said his office would research the question.

Regarding the 40% margin goal for hiring new regular faculty members in the School of Education, Professor Marotta asked what this target was based on and what comparators were being used in reaching the conclusion that this goal was attainable. She added that the School is unique as it is a graduate school and thus does not have an undergraduate population. This puts GSEHD at a relative disadvantage compared to schools who train undergraduates, where margins are usually a bit more flexible. Vice President Lehman responded that his conviction that the goal was attainable was because of progress already made by the School, a great deal of which has occurred because of rebalancing doctoral offerings relative to Master's offerings [which generally produce more revenue]. Professor Marotta observed that it is the market which drives the doctoral programs in the School of Education, to which the Vice President responded that he understood, but time would tell if the goal was attainable or not.

Professor Robinson asked if the goals referred to by the Vice President were established with the faculty of the schools concerned. Vice President Lehman said that he had been discussing the goals with the faculty and the schools. In the case of the Education and Engineering Schools, the goals were established as a target relative to the discussions that took place related to the commission reports. He added that he thought it is always good to have some type of goal in sight, and even though it may be an arbitrary goal in the broad general sense, he did not think the goals were unrealistic. Unique difficulties are faced by each School, but that does not mean that a goal should not be established, because then progress can be made, and if the University is successful in getting the Science and Engineering complex built, further progress can be expected.

Professor Garris said that within the School of Engineering there has been a lot of discontent about the 40% margin guideline. As Dean Tong had pointed out, with its emphasis on research over the years the School has had a major increase in indirect cost recovery monies. However, this success in the research area has not been a plus because the revenue is not included in the unified budget model. Clearly, the model is not very good. Tuition does not bring in indirect costs but grants which do are not regarded as a benefit even though these really do build programs, bringing in tuition and equipment and improving the student body and the infrastructure. The model does not give the School credit for this, in fact it makes it look worse. Vice President Lehman responded that he could not take full ownership of the unified budget model, as this was worked out with the deans, himself and Executive Vice President and Treasurer Louis Katz. Secondly, the model was revised two years ago to provide many more incentives to the schools and thus far the evidence indicates that this revised model is a very positive one because it's returning a greater amount of money to the schools and the schools have only been asked to use that money strategically.

Vice President Lehman also said that he would stand corrected if he understood something slightly different than Professor Garris had about Dean Tong's remarks. He said he thought Dean Tong had said that the Engineering School's margin at the closeout for 2007 was 21% [rather than trending backward and not showing the progress that the School of Education had achieved]. Not having those figures at hand, Vice President Lehman said he had not responded to these remarks, but he promised to look into the figures and supply a correction to the meeting minutes if that was appropriate.

With respect to research activity in the Engineering School, Vice President Lehman said that Professor Garris was correct. When Dean Tong came to the Engineering School, the amount of research expenditures grew for about a 3 or 4 year period, reaching something close to \$20 million. If that amount were divided by the number of faculty members, an argument could be made that each faculty member on average was bringing in about \$200,000 in research expenditures each year. However, over the last four years the trend in the Engineering School has been downwards, and Vice President Lehman said he thought that the level of expenditures in the School was now about \$14 million. There was a concurrent drop in indirect cost recovery for the School. What is happening in the Engineering School related to research and to margin are two different things, and there are different trends happening in different ways. Vice President Lehman again said he thought it would be possible to re-examine the unified budget model. He also said he would look further into the issues raised about the Engineering School.

GENERAL BUSINESS

I. NOMINATION FOR ELECTION TO SENATE STANDING COMMITTEES

Professor Robinson moved the nomination of Professor Stuart A. Umpleby as Acting Chair of the University and Urban Affairs Committee. The nomination was approved.

II. REPORT OF THE EXECUTIVE COMMITTEE

Professor Robinson presented the Report of the Executive Committee, which is enclosed. She also distributed the Executive Committee's Report to the Academic Affairs Committee of the Board of Trustees at its February meeting (the Report is enclosed).

III. INTERIM REPORTS OF SENATE COMMITTEES

The Interim Report of the Committee on University and Urban Affairs was distributed at the meeting (the Interim Report is attached.)

IV. CHAIR'S REMARKS

Vice President Lehman distributed a copy of President Knapp's announcement that a new position of Vice President for Research would be established at the University, and that over the next three years, there will be an additional \$5.4 million invested in GW's research enterprise. Vice President Lehman then provided details not set forth in the press release, saying that part of the additional investment, approximately \$1.2 million over three years, will be focused on improving GW's administrative infrastructure to aid faculty members in procuring external funding for research and scholarship. The University Facilitating Fund, which has not grown from its original \$200,000 funding level, will be gradually increased to a steady level of \$500,000. Research Enhancement Funds, which have been stagnant at the level of \$300,000 for well over a decade, will also be gradually increased, to the level of \$900,000. The new Vice President will be provided with \$300,000 in start-up funding for research projects, a sum which will increase to \$500,000. These investments in the University's research enterprise will commence in FY 09 with an outlay of \$1 million. In FY 2010 and 2011, an additional \$1.8 million will be invested, and in the FY 2011 budget, \$2.6 million. Given successful fundraising, other funds may be made available

for research. Vice President Lehman concluded his remarks by saying that a national search will be launched without delay to fill the new Vice Presidential slot, and that these additional investments will help the University to achieve important objectives set forth in the Strategic Plan for Academic Excellence.

BRIEF STATEMENTS (AND QUESTIONS)

Professor Englander inquired about the reason for President Knapp's absence from the Senate meeting. Vice President Lehman confirmed that the President had met with the Board of Trustees that morning, and said that he was surprised that he was not present. As the President was very engaged with a Board member just prior to the Senate meeting, Vice President Lehman said he thought that perhaps some unexpected item of business requiring immediate attention might have been brought to the President's notice.

Professor Englander said he had just heard that the budget "gap" for FY 2009 is now larger than before, and is currently estimated at \$6 million. Vice President Lehman confirmed that this was correct, and attributed this increase to the pricing relative to enrollment projections and tuition expected for next year.

Professor Englander also asked if all of the Schools are encouraged to develop Strategic Plans. Vice President Lehman confirmed that they were, and Professor Englander asked if SPHHS had developed one. Vice President Lehman said that he had not personally seen the document, but that the Medical Center as a whole has developed a Strategic Plan. He added that he did not know to what extent the Plan is being implemented at this point in time. Professor Biles said that in connection with its re-accreditation, substantial documents were produced by SPHHS, including future planning. Professor Englander said he thought that if SPHHS had a Strategic Plan, it would also contain information on staffing and tenure issues in the School. Given how much faculty members have heard about Strategic Plans, Professor Englander said he thought that the information the Senate sought on the School's personnel situation might be contained in such a Plan. Professor Biles invited Senate members to look at the documents produced during the re-accreditation process to determine what was included or excluded, and draw their own conclusions.

ADJOURNMENT

There being no further business before the Senate, and upon motion made and seconded, the meeting was adjourned at 4:50 p.m.

Elizabeth A. Amundson
Elizabeth A. Amundson
Secretary

A Tribute in Memory of Marcella Louis Brenner, Professor Emeritus of Education

Today I come bearing the sad news of the loss of a dear friend and astute mentor, whose role in the world can be described as nothing less than magnificent. Marcella Louis Brenner's death on December 25 marks the passing of a pragmatic visionary, at the age of 95 still actively contributing to an extraordinary range of efforts to enhance lives in America and abroad.

Born in Baltimore in 1912, Dr. Brenner was graduated from the Maryland State Teachers College in 1929, going on to receive a B.S. in education from The Johns Hopkins University in 1934, an M.A. in sociology from American University in 1949, and an Ed.D. in educational administration from The George Washington University in 1962, as well as an Honorary Ph.D. from the Maryland Institute College of Art in 2001.

Before coming to GW in 1961 as a lecturer in education, she taught in the Baltimore Public Schools (1930-43), served as a caseworker for the American Red Cross in D.C. (1944-45), and worked as a writer and editor for the U.S. Public Health Service in D.C. (1945-52). Dr. Brenner returned to the classroom in 1952, rising to principal (1954-64), at Lone Oak Elementary School in Rockville.

Once at GW, she advanced to professor of education in 1970. With funding from the National Endowment for the Arts, she developed and then co-founded the Master of Arts in Teaching in Museum Education in 1974—the first degree program of its kind. When she retired in 1983, after serving as the director of the Museum Education Program during its crucial formative years, she was awarded emeritus status by the University.

Dr. Brenner served on the Faculty Senate, as chair of the Joint Committee of Faculty and Students (1973-74) and as chair of the University Objectives Committee (1974-75). Upon her retirement, she was named an Alumni Trustee and remained thereafter as a fully involved Trustee Emeritus. In addition, she continued to share her wisdom with the degree candidates in the Museum Education Program with yearly presentations.

Honored as D.C.'s Outstanding Philanthropist of 2005, Dr. Brenner's generosity funded improved learning and teaching, as well as broader engagement with art, music, and theater. At GW, she underwrote the annual Morris Louis Fellowship in Painting and was a major donor to the Marcella Brenner Endowment for Museum Education, established in her honor in 1983 by Gloria H. Horrworth, now Professor Emeritus of Education.

The true extent of Dr. Brenner's accomplishments almost defies enumeration. Her interests were ecumenical, and she never faltered in her capacity to offer brilliantly savvy counsel. Worldwide, museum visitors benefit from her commitment to the legacy of her husband, Morris Louis, and museum educators cherish her powerful maxim, "The learner controls the learning." Marcella set a high standard for living; she inspired excellence.

Carol B. Stapp
Associate Professor and Director, Museum Education Program
Graduate School of Education and Human Development
February 8, 2008

Read into the record at the Faculty Senate meeting held on February 8, 2008

THE CAPITAL CONNECTION TO A HEALTHIER WORLD™

GW

SCHOOL OF PUBLIC HEALTH
AND HEALTH SERVICES

THE GEORGE WASHINGTON UNIVERSITY MEDICAL CENTER
WASHINGTON DC

Faculty Senate

February 8, 2008

PASSION · PROFESSION · PUBLIC HEALTH



School of Public Health
and
Health Services



THE GEORGE WASHINGTON UNIVERSITY
SCHOOL OF PUBLIC HEALTH
AND HEALTH SERVICES



THE CAPITAL CONNECTION TO A HEALTHIER WORLD

Final Self-Study Report

Prepared in accordance with criteria set forth by
the Council on Education for Public Health

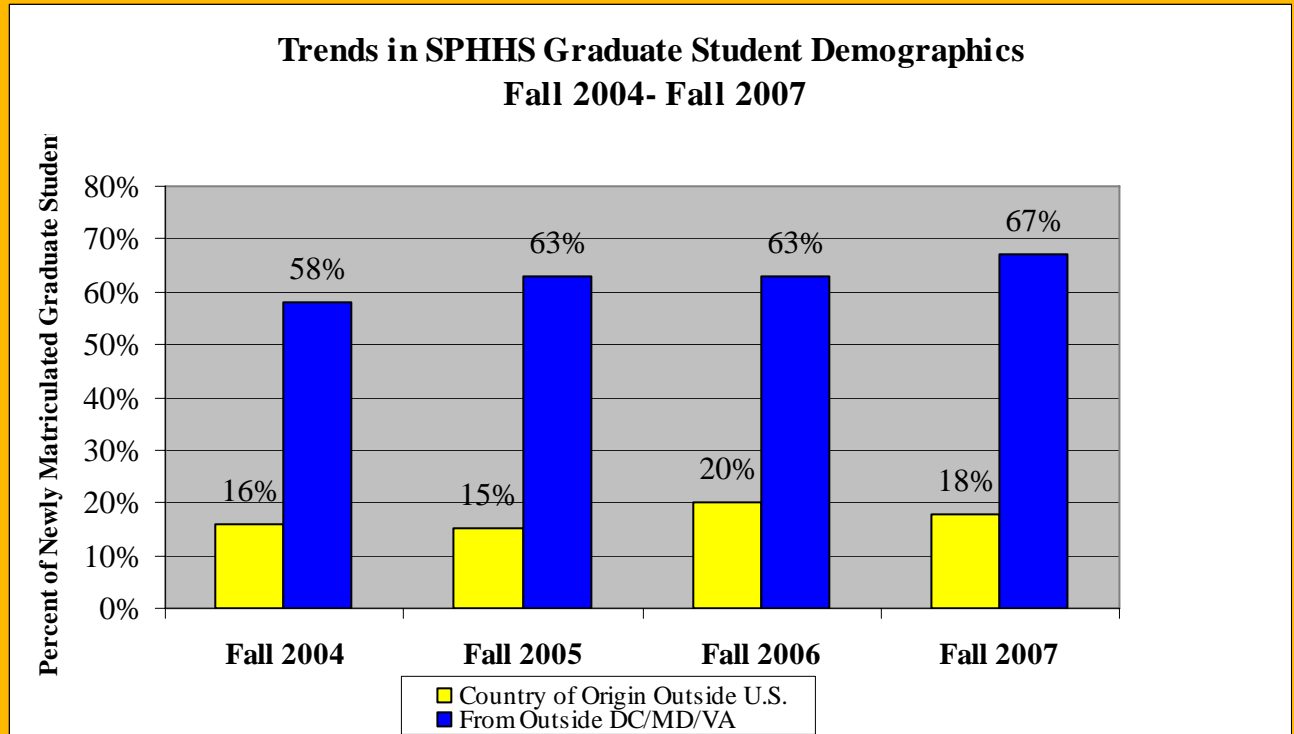


August 2007

SPHHS...
The Capital Connection
to a Healthier World



School of Public Health
and
Health Services

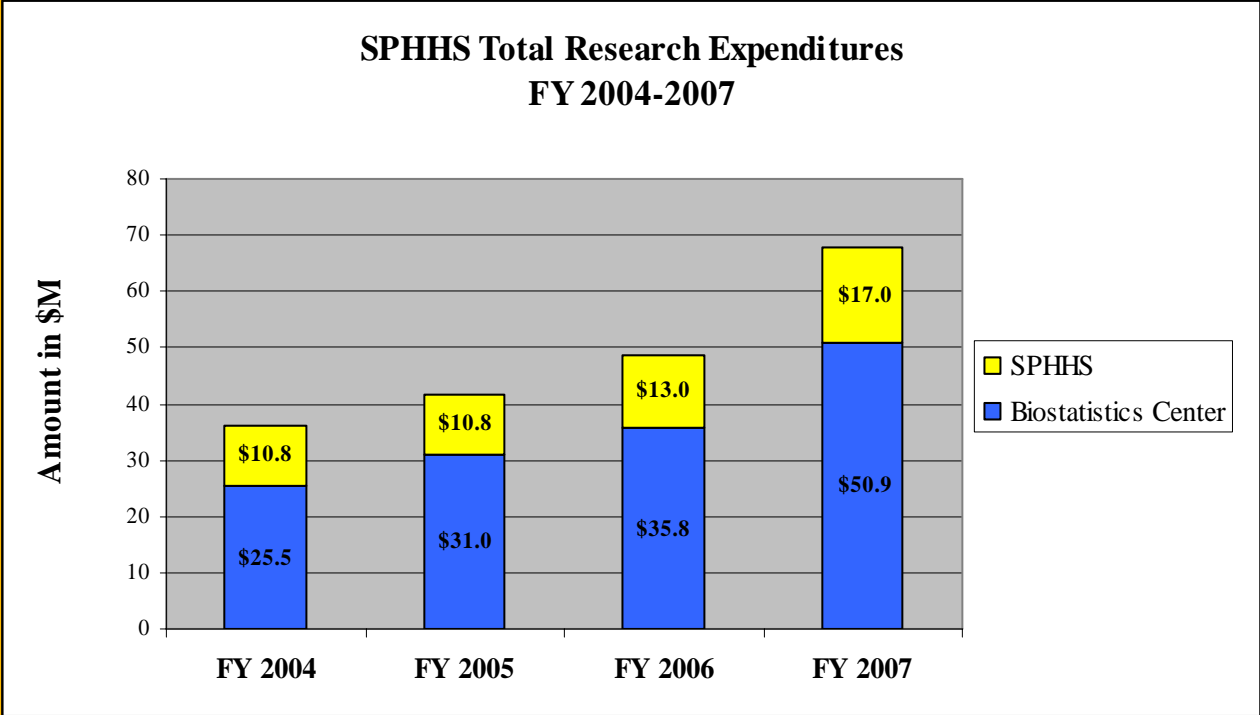


SPHHS...

The Capital Connection
to a Healthier World



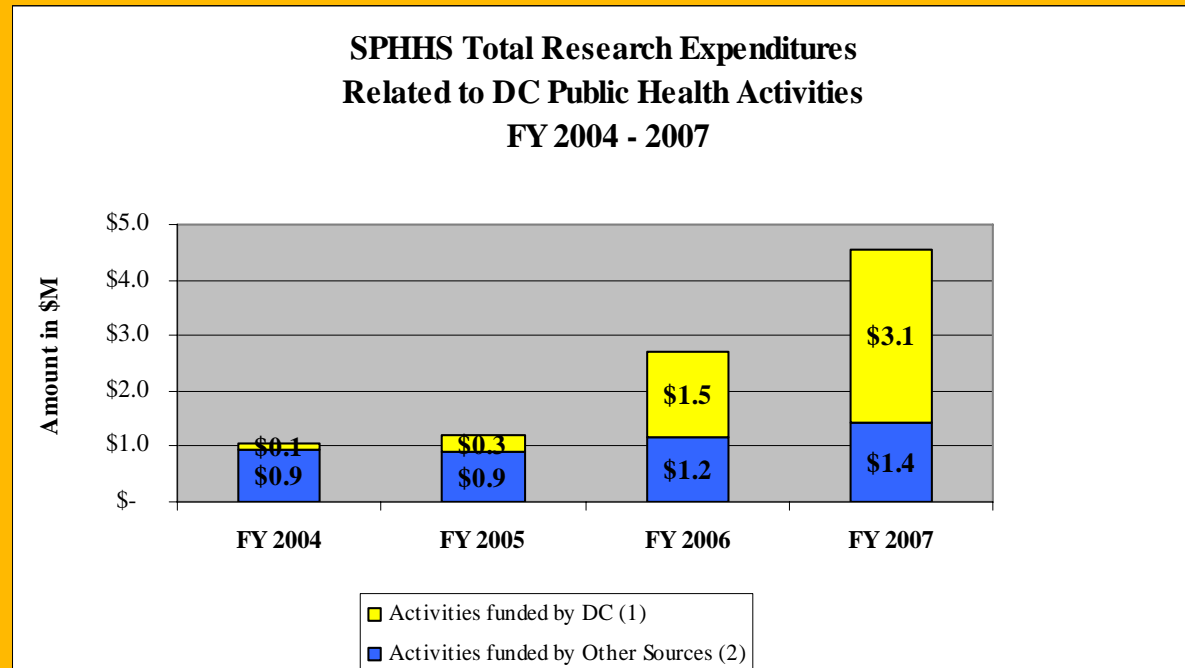
School of Public Health
and
Health Services



SPHHS...
The Capital Connection
to a Healthier World



School of Public Health
and
Health Services



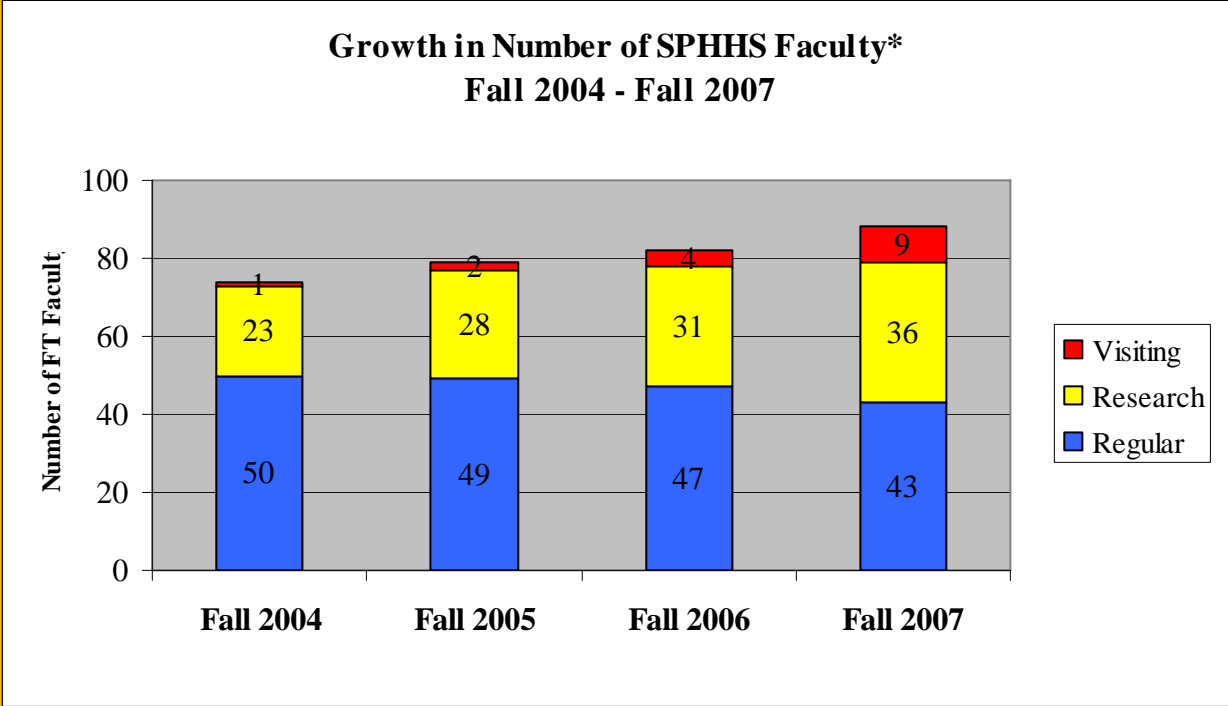
- (1) The DC Council, DC Department of Health and WASA provided funding to conduct work related to Medicaid managed care, safe drinking water, HIV/AIDS, viral hepatitis and cancer epidemiology.
- (2) Federal agencies (NIH, CDC and HRSA) and other entities (community health clinics and hospitals, University of DC, and consortiums) sponsored work related to youth violence, infant and maternal health, tobacco, health literacy, public health workforce development, lead poisoning, and asthma.

SPHHS...

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School of Public Health
and
Health Services



* Approximately 10 searches for regular faculty are currently underway

SPHHS...
The Capital Connection
to a Healthier World

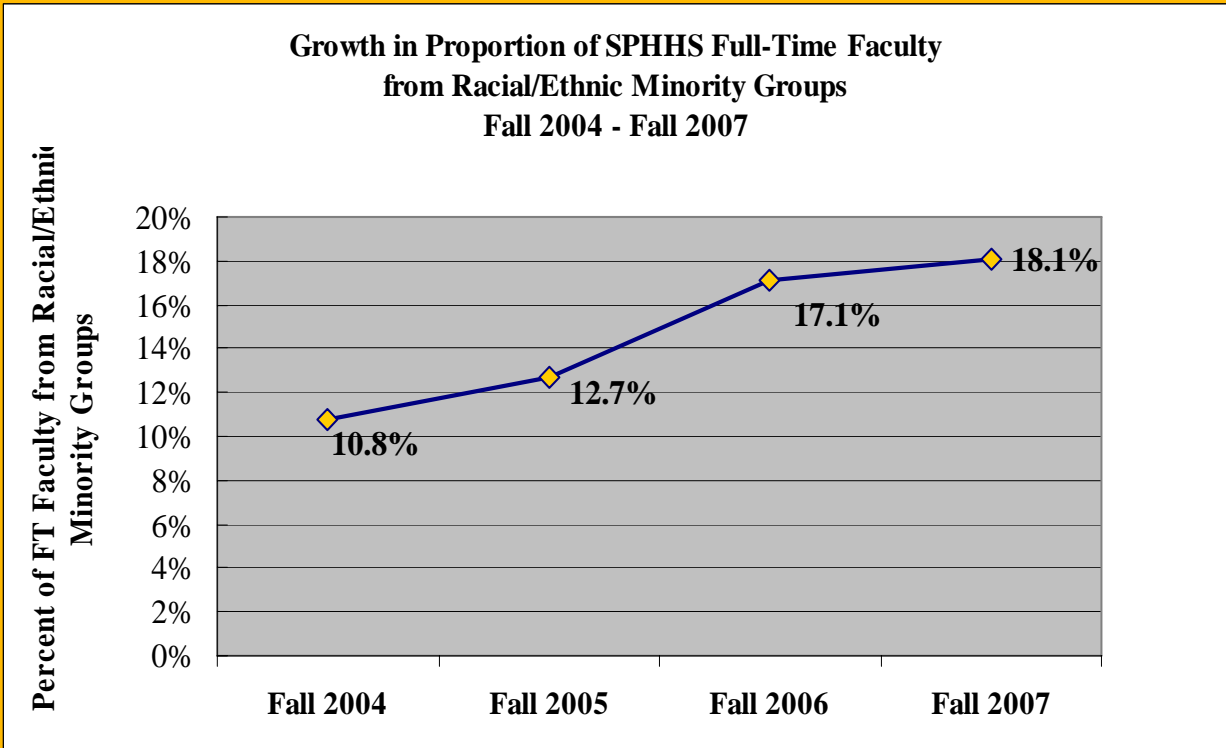
**Trends in SPHHS Tenured and Tenure-Track Faculty Appointments
(as of February 4, 2008)**

Department	Total Faculty with Regular Appt's 2002	Total Faculty with Regular Appt's Nov 2004	Total Faculty with Regular Appt's Feb 2007	Total Faculty with Regular Appt's Feb 2008	Tenured / Tenure-Track 2002	Tenured/ Tenure-Track Nov 2004	Tenured / Tenure-Track Feb 2007	Tenured/ Tenure-Track Feb 2008	Percent of Regular Faculty in Tenured or Tenure-Track 2002	Percent of Regular Faculty in Tenured or Tenure-Track Nov 2004	Percent of Regular Faculty in Tenured or Tenure-Track Feb 2007	Percent of Regular Faculty in Tenured or Tenure-Track Feb 2008
Environ. & Occupational Health	3	4	4	5	1 / 0	1 / 0	1 / 0	1 / 0	33%	25%	25%	20%
Epidem. & Biostatistics	8	9	10	11	3 / 0	3 / 0	4 / 0	4 / 0	38%	33%	40%	36%
Exercise Science	Not a Dept	7	6	4*	Not a Dept	1 / 0	0 / 0	0 / 0*	Not a Dept	14%	0%	0%*
Global Health	3	3	2	1	0 / 0	1 / 1	0 / 0	0 / 0	0%	67%	0%	0%
Health Policy	Not a Dept	10	11	9	Not a Dept	3 / 0	5*/0	3 / 1	Not a Dept	30%	45%	44%
Health Services Management & Leadership	10	7	5	4	5 / 0	2 / 1	2 / 0	2 / 0	50%	43%	40%	50%
Prevention & Community Health	13	9	11	9	4 / 0	4 / 2	4 / 4	4 / 3	31%	67%	73%	78%
TOTAL	37	49	49	43*	13 / 0	15 / 4	16 / 4	14* / 4	35%	39%	41%	42%*

* Incoming Department Chair (start date: July 2008) has been proposed for a tenured appointment



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THE GEORGE
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WASHINGTON DC

Academic Affairs

Faculty Counts – Fall 2007

**Non-tenure-track and tenure-track faculty
members**

Data as of 8 January 2008

Faculty Senate Presentation

by

**Executive VP for Academic Affairs Donald R. Lehman
8 February 2008**



Regular Active Status Faculty Numbers (NTT and TT – Occupied Lines)

Academic Affairs

School	2007	2006	2005	2004	2003	2002	2000	1998
CCAS	421	410	409	420	411	399	374	360
ESIA	44	44	44	44	42	41	39	36
SB	115	121	122	122	118	131	123	116
SEAS	80	81	81	85	87	85	76	71
GSEHD	69	66	73	70	70	71	68	64
Totals	729	722	729	741	728	727	680	647



Regular Active Status Faculty Numbers (NTT/TT – Occupied Lines)

Academic Affairs

School	2007	2006	2005	2004	2003	2002	2000
CCAS	100/321 23.7%	102/308 24.9%	101/308 24.7%	108/312	107/304	102/297	75/299
ESIA	6/38 13.6%	6/38 13.6%	6/38 13.6%	7/37	6/36	6/35	6/33
SB	18/97 15.6%	21/100 17.4%	22/100 18.0%	22/100	27/91	29/102	22/101
SEAS	7/73 8.8%	5/76 6.2%	5/76 6.2%	7/78	8/79	9/76	11/65
GSEHD	26/43 37.6%	25/41 37.9%	30/43 41.1%	29/41	30/40	29/42	26/42
Totals	157/572 21.5%	159/563 22.0%	164/565 22.5%	173/568	178/550	175/552	140/540



Regular Active Status Faculty Numbers (NTT and TT – Occupied Lines)

Academic Affairs

School	2007	2006	2005	2004	2003	2002	2001	2000
CPS	10	8	3	3	2	2	0	0
Law	79	79	76	76	71	75	74	72
SMHS	85	88	89	83	84	85	87	93
SPHHS	44	48	50	50	38	38	34	29
Totals	218	223	218	212	195	200	195	194



Regular Active Status Faculty Numbers (NTT/TT – Occupied Lines)

Academic Affairs

School	2007	2006	2005	2004	2003	2002	2001	2000
CPS	9/1 90.0%	7/1 87.5%	3/0 100%	3/0	2/0	2/0	0/0	0/0
Law	11/68 13.9%	11/68 13.9%	11/65 14.5%	11/65	11/60	13/62	12/62	14/58
SMHS	27/58 31.7%	31/57 35.2%	32/57 36.0%	31/52	32/52	30/55	31/56	41/52
SPHHS	26/18 59.1%	28/20 58.3%	31/19 62.0%	30/20	21/17	25/13	22/12	15/14
Totals	73/145 33.5%	77/146 34.5%	77/141 35.3%	75/137	66/129	70/130	65/130	70/124



Limited Service Faculty Numbers (Excluding Research and Visiting)

Academic Affairs

School	2007	2006	2005	2004	2003	2002	2001
CCAS	489	560	571	573	572	534	585
ESIA	68	68	58	62	49	42	51
SB	81	70	80	90	80	80	74
SEAS	79	75	77	90	91	110	89
GSEHD	100	105	95	101	86	74	71
Totals	817	878	881	916	878	840	870



THE GEORGE
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WASHINGTON DC

Limited Service Faculty Numbers

(Excluding Research, Visiting, and Affiliated)

Academic Affairs

School	2007	2006	2005	2004	2003	2002	2001
CPS	59	32	26	21	0	0	0
Law	178	170	161	138	136	106	139
SMHS	1,606	1,578	1,556	1,652	1,644	1,718	1,675
SPHHS	228	245	231	208	190	198	180
Totals	2,071	2,025	1,974	2,019	1,970	2,022	1,994



Research Faculty

Academic Affairs

School	2007	2006	2005	2004	2003	2002
CCAS	21	26	27	29	31	34
ESIA	4	2	2	1	1	2
SB	4	4	2	1	3	3
SEAS	12	15	12	13	15	15
GSEHD	7	8	8	7	7	7
CPS	1	2	0	0	0	0
LAW	1	1	3	2	1	1
SMHS	43	43	47	55	57	58
SPHHS	39	30	34	33	41	38
TOTAL	132	131	135	141	156	158

December 31, 2007
**Mid-Year Report of the Faculty Senate Standing Committee on University And
Urban Affairs (UAUA)**

**Acting Chair, Associate Professor Lisa Benton-Short (lbenton@gwu.edu) 202-994-
6188**

The Committee on University and Urban Affairs (UAUA) helps foster continued good citizenship between GWU and the greater Washington, DC metropolitan area. By affirmatively tracking GW's already allocated resources and initiatives, the UAUA "paints the big picture" of GW's community relationship and subsequently provides the University with a valuable source of advice on continuous improvement and possible future endeavors.

The UAUA Committee met three times during the Fall semester: October, November and December. Members of the UAUA Committee have focused our energy on the following areas that we believe further community relations initiatives:

- 1) Continued to support the community building work of the office of Government, International and Corporate Affairs, particularly the FRIENDS initiative (now in its fourth year). UAUA members often attended monthly meetings and social events (such as the annual October Blockparty and the December holiday party).
- 2) We continue to organize our own UAUA initiative, a monthly Faculty Speaker's Series that takes place off campus, at St. Mary's Court, a senior residential complex. We have scheduled our speaker's series to take place at lunch; St. Mary's sponsors a subsidized lunch program that is available to all seniors living in Foggy Bottom/West End.

Fall Speakers included

- September 19th: Lisa Benton-Short, Associate Professor of Geography "Immigrants to Washington DC".

- November 1st: Jennifer Brinkerhoff, Associate Professor of Public Administration, “Diaspora Philanthropy and the Loyalty of new Americans”
- December 11th: Mary Anne Saunders, Professor of Sociology, spoke about personality types.

By the December meeting, the UAUA committee had secured speakers for the spring.

- 3) The Acting Chair, Lisa Benton-Short, will be on sabbatical leave for Spring term 2008. Stuart Umpleby was elected as the next Chair of the UAUA.

REPORT OF THE EXECUTIVE COMMITTEE

February 8, 2008
Lilien F. Robinson, Chair

ACTIONS OF THE EXECUTIVE COMMITTEE

Resolution on Parental Childcare Leave Policy

The Executive Committee transmitted the Faculty Senate's resolution on Parental Childcare Leave Policy to the administration, which, in turn, recommended approval to the Board of Trustees' Committee on Academic Affairs.

At its meeting of February 8, 2008, the Board of Trustees approved the policy and the accompanying changes to the Faculty Code, as recommended by the Faculty Senate.

Matters Assigned to Faculty Senate Standing Committees

Joint Committee of Faculty and Students:

The Joint Committee of Faculty and Students has been asked to address and make recommendations regarding an issue that students have brought to faculty and the administration. Increasingly, students have complained about the scheduling of final examinations outside of the designated examination period, usually during the last week of classes.

Committee on Educational Policy

The Committee on Educational Policy has been requested to examine the current 72-hour deadline for faculty submission of final grades, focusing on the rationale for the policy and its academic impact.

Committee on Educational Policy and the Committee on Libraries

The Committees on Educational Policy and on Libraries have been asked to address concerns with respect to copyright clearances that must be obtained when faculty members place materials on line for their students. It appears that there is a lack of general awareness of the copyright requirements and the potential legal consequences of a deviation from copyright policies.

Committee on Professional Ethics and Academic Freedom

The Committee on Professional Ethics and Academic Freedom has been requested to review the by-laws and procedures of the schools with respect to the process of selection of Associate Deans and similar administrative officers, in the context of uniformity of practice among schools and compliance with the requirements of the Faculty Code.

PERSONNEL MATTERS

Grievances

Three grievances are in process, one in the School of Engineering and Applied Science and two in Columbian College of Arts and Sciences. The grievance in the School of Engineering is in hearing. In Columbian College one grievance is in mediation, and a mediator has been appointed in the other case.

OTHER MATTERS

Please note that Faculty Senate Committee Service forms have been distributed. Please urge your colleagues to join in the work of the Senate by indicating their willingness to participate in committee service.

The next meeting of the Executive Committee is on February 22, 2008. Please forward resolutions, reports, and any other matters to the Faculty Senate Office prior to that date.

FACULTY SENATE REPORT

January 22, 2008

Since the last report to the Committee on Academic Affairs, the Faculty Senate has met three times, on November 9, December 14, and January 18.

ACTION ITEMS

Resolutions

The Faculty Senate considered two resolutions, approving one and remanding the other back to the Committee on Professional Ethics and Academic Freedom.

A Resolution to Amend the Faculty Code to Provide a Parental Childcare Leave Benefit (07/5)

Pursuant to the recommendations of the University's Parental Leave Task Force which examined the University's parental leave policies, a joint subcommittee of the Committee on Professional Ethics and Academic Freedom and the Committee on Appointment, Salary, and Promotion Policies reviewed the recommendations and presented a resolution on parental childcare leave at the January meeting of the Faculty Senate.

The resolution endorses the conclusions of the Joint Task Force and proposes amending the Faculty Code by adding a new section on parental childcare leave. This section specifies the circumstances, terms, duration, and benefits with respect to parental childcare leave available to regular, active-status faculty.

The resolution was approved by the Faculty Senate.

(Resolution 07/5 is enclosed.)

A Resolution Concerning Secondary Appointments for Regular Active-Status Faculty Members (07/4)

This resolution was presented by the Committee on Professional Ethics and Academic Freedom. It was drafted in light of the fact that the Faculty Code does not provide for secondary appointments between schools and between departments in the same school. Nevertheless, such appointments have been made and have increased in response to a general need for and emphasis on interdisciplinary research.

While the discussion of this resolution indicated general support for the insertion of this category of appointment in the Faculty Code, numerous questions were raised by Faculty Senate members and the resolution, as amended, was remanded back to the Professional Ethics and

Academic Freedom Committee for further study in consultation with the Executive Vice President for Academic Affairs and the Council of Deans.

(Resolution 07/4, as amended, is enclosed.)

PERSONNEL MATTERS

Grievances

There are three grievances in process, one in the School of Engineering and Applied Sciences and two in the Columbian College of Arts and Sciences. The grievance in the School of Engineering is in hearing. In Columbian College one grievance is in mediation, and a mediator has been appointed in the other case.

REPORTS

Annual Report on the College of Professional Studies

As required by the terms of the establishment of the College of Professional Studies, Dean Roger Whitaker presented the annual report on the College. He provided information on enrollments, programs and program development, new academic initiatives, financial results, demographic data and strategic priorities for the future.

University Budget Overview

Professor Joseph Cordes, Chair of the Senate Fiscal Planning and Budgeting Committee and member of the University Budget Working Group, provided an overview of the University budget for fiscal years 2007 through 2010. His report included information on budgeted versus actual revenue, expense and operating results for fiscal year 2007, projected figures for fiscal year 2008, and planning assumptions for fiscal years 2008 through 2010.

Update on Square 54 and the Science and Engineering Complex as related to the 2008-09 Budget

Executive Vice President and Treasurer Louis Katz presented a status report on the planning process with respect to the Science and Engineering Complex, indicating that the formal proposal containing architectural, academic, and funding data was being developed for presentation to the Board of Trustees.

Update on Emergency Preparedness

Assistant Vice President for Public Safety and Emergency Management John Petrie provided data on the programs and mechanisms that his office has established with respect to distribution of information and preparation for emergency incident response of the campus

community. He also informed the Senate of the University's establishment of emergency response partnerships with the Foggy Bottom Planning Committee, Consortium Universities, and the District of Columbia government.

MATTERS UNDER CONSIDERATION BY FACULTY SENATE COMMITTEES

Committee on Faculty Development, including Academic And Administrative Support

-Consideration of current level of engagement with the University by emeriti faculty and the potential for mutually beneficial expanded involvement

-Examination of the type and level of administrative and technical support provided to faculty members by their schools

Committee on Physical Facilities

-Examination of existing policies and practices with respect to faculty members scheduling classroom space for special needs such as examination reviews, make-up examinations, and additional class meetings

-Review of the status of various projects and plans at the Virginia campus

Joint Committee of Faculty and Students

-Review of the Code of Non-Discrimination

-Review of academic advising structures

-Review of student access to online course syllabi prior to registration

-Review of the maintenance of test (examination) "banks" in the Marvin Center

Respectfully Submitted,

Lilien F. Robinson, Chair
Faculty Senate Executive Committee