The Faculty Senate will meet on Friday, May 9, 2003, at 2:10 p.m., in the Alumni House, First Floor, 1925 F Street, N.W.

AGENDA

1. Call to order

2. Introduction of new members

3. Approval of the minutes of the regular meeting of April 11, 2003, as distributed

4. Resolutions
   
   (a) A RESOLUTION ON THE ALTERNATIVE ACADEMIC CALENDAR (03/1); Professor Lilien F. Robinson, Chair, Faculty Senate Executive Committee

   (b) A RESOLUTION ON ESTABLISHMENT OF A “SCHOOL OF PUBLIC POLICY AND PUBLIC ADMINISTRATION” WITHIN THE COLUMBIAN COLLEGE OF ARTS AND SCIENCES (03/2); Professor Paul Duff, on behalf of the Joint Subcommittee representing the Educational Policy, Fiscal Planning and Budgeting, and Professional Ethics and Academic Freedom Committees [contingent upon the prior approval of the Columbian College faculty]

5. Introduction of Resolutions

6. General Business:


   (b) Nomination for election of Professor Kurt J. Darr (SPHHS) as Chair of the Dispute Resolution for a one-year term commencing May 1, 2003

   (c) Nominees for election of Chairs and members of Faculty Senate Standing Committees for the 2003-04 Session (list to be distributed at the meeting)

   (d) Nomination for appointment by the President to the following Administrative Committees: **Space Committee:** Linda L. Gallo; **Joint Committee of Faculty and Students:** Salvatore R. Paratore, Faculty Co-Chair, Karen McDonnell, Faye Moskowitz, Sondra Patrick, Pedro Rossello, Nader Sadeghi, Harry Yeide
(e) Nomination for appointment by the Board of Trustees to the following Committees: Trustees’ Committee on Academic Affairs: Lilien F. Robinson; Trustees’ Committee on Student Affairs: Salvatore R. Paratore; Trustees’ Committee on the Centuries Campaign: William B. Griffith; Trustees’ Committee on External Affairs: Susan K. Sell; Trustees’ Committee on Infrastructure and Information Technology: Philip W. Wirtz

(f) Nomination for election by the Faculty Senate to the Student Grievance Review Panel: Jacqueline Barnett, Linda Bland-Stewart, Jack Friedenthal, Daniel Kane, Salman Kazmi, Gregg Margolis, Stephen McGraw, Sondra Patrick, Joan Regnell, Joel Teitelbaum

(g) Report of the Executive Committee: Professor Lilien F. Robinson, Chair

(h) Annual Reports of Senate Standing Committees: Educational Policy Committee (Report Attached)

7. Brief Statements (and Questions)

8. Adjournment

Dennis L. Geyer
Dennis L. Geyer
Secretary
A RESOLUTION ON THE ALTERNATIVE ACADEMIC CALENDAR (03/1)

WHEREAS, President Trachtenberg has requested consideration of an alternative academic calendar; and

WHEREAS, an appointed joint committee, responding to the charge from the administration, will be providing analyses but not recommendations; and

WHEREAS, in accordance with the Faculty Organization Plan, Article 3, Section 1 [4] and the Faculty Code, Section IX. A., the faculty participates in the formulation of policy and planning decisions; and

WHEREAS, the Faculty Senate has the responsibility of making recommendations to the administration and through the President to the Board of Trustees on matters pertaining to academic concerns as they may affect more than one school or college; and

WHEREAS, it has been established practice that recommendations for changes to the academic calendar are made by the Faculty Senate; and

WHEREAS, President Trachtenberg has indicated that he would welcome the Faculty Senate’s advice and recommendations on any proposal to change the academic calendar NOW, THEREFORE,

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

That no action on an alternative academic calendar be taken until the Faculty Senate has had an opportunity to consider available data and provide its recommendations on the alternative academic calendar to the administration.

Executive Committee of the Faculty Senate
April 25, 2003
A RESOLUTION ON ESTABLISHMENT OF A "SCHOOL OF PUBLIC POLICY AND PUBLIC ADMINISTRATION" WITHIN THE COLUMBIAN COLLEGE OF ARTS AND SCIENCES (03/2)

WHEREAS, a Task Force established by the Executive Vice President for Academic Affairs has recommended, and the EVPAA has agreed, "that a new school should be created within CCAS devoted to public policy and administration"; and

WHEREAS, since the Faculty Senate is entitled under the Faculty Code to make a recommendation on "proposals concerning the creation... of schools or other major components of the University", the Executive Committee of the Faculty Senate has charged the Joint Subcommittee now proposing this Resolution with recommending a course of action to the Faculty Senate; and

WHEREAS, in Resolution 96/14 the Faculty Senate recommended, in pertinent part, "that in the future the designation 'School' be applied only to educational units satisfying the conditions of independence specified in the structure of the University"; and

WHEREAS, the Joint Subcommittee, having consulted broadly with the parties to be affected by creation of this 'School', as set out in our Interim Report to the Senate on March 11, 2003, has identified a number of considerations supporting this proposal that argue in favor of recommending an exception to the above policy, including (a) the cross-disciplinary nature of the curriculum and research, (b) the administrative simplification to be achieved in managing the activities of faculty most of whose home departments are already in CCAS, (c) the fact that many of the educational units competing with our programs in public policy/administration are themselves organized as schools subordinate to other schools, thereby lessening the likelihood that students will be misled materially by the designation of what is in effect a large department as a school, (d) the fact that Arts & Sciences has now designated itself a college rather than a school, thus minimizing many of the confusions accompanying a "school within a school", and (e) the fact that a fully independent School of Public Policy and Public Administration is not a financially viable alternative at the present time, NOW, THEREFORE,

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

That the Faculty Senate concurs in the proposal to establish a "School of Public Policy and Public Administration" within the Columbian College of Arts and Sciences, as a justifiable exception to the policy recommended in Resolution 96/14.

The Joint Subcommittee:
P. Duff, Chair, Educational Policy Committee;
W. B. Griffith, Chair, Fiscal Planning and Budgeting Committee;
G. Maggs, Chair, Professional Ethics and Academic Freedom Committee;
Profs. J. Friedenthal (Law) and S. McGraw (SMHS)

May 9, 2003
Summation of the Actions of the Subcommittee to Examine the Proposal to Create a School of Public Policy within the Columbian College of Arts and Sciences

The Subcommittee represents the Educational Policy Committee, the Fiscal Planning and Budgeting Committee, and the Professional Ethics and Academic Freedom Committee and was composed of the following members:

- Paul Duff, Chair, Educational Policy Committee;
- W. B. Griffith, Chair, Fiscal Planning and Budgeting Committee;
- Gregory Maggs, Chair, Professional Ethics and Academic Freedom Committee;
- Professors J. Friedenthal (Law)
- S. McGraw (SMHS).

The Subcommittee met throughout the '02-03 academic year. Over the course of its deliberations, the members of the subcommittee expressed particular concern over the following issues:

Is calling the proposed entity a “school” is a fair way to represent it to faculty, students, and the public at large, especially since it would be a school within a school? The label “school” was of particular concern since the Faculty Senate has already gone on record opposing the creation of schools within schools (see senate resolution 96/14). Assuming that the Public Policy group was merged into CCAS, the subcommittee wondered whether there might be a different name that would be more appropriate such as a “Center” or “Institute.”

2 Would the rights of untenured faculty or those who will be facing promotion after the move be protected?

3 Would the affected schools (CCAS and SBPM) would be content with the financial arrangements that would accompany the creation of this entity within CCAS?

In order to address these concerns, the subcommittee reviewed the report of the Task Force on Public Affairs at GWU and the VPAA's response to that Task Force's report. The subcommittee then met with and discussed the proposed new school with Kathy Newcomer, Joe Cordes, and Hal Wohlman. Information about similar programs (particularly programs run by our competitors) to the one proposed was shared with the subcommittee. Next, the relevant deans were asked about any particular concerns that they might have. The subcommittee also consulted with them about the processes envisioned for obtaining faculty approval for the move. After asking if the SBPM Dean’s Council had any comments on the move, the subcommittee received a memo from Dean Phillips, indicating that the council had no objections to the relevant faculty moving to CCAS. A member of the subcommittee then met with and discussed the proposed move with the CCAS Dean’s Council. The subcommittee next discussed the proposed move with the affected faculty to see if they had particular concerns. Finally, the subcommittee consulted with Vice President Lehman. At our suggestion, Vice President Lehman asked that Kathy Newcomer, Joe Cordes, and Hal Wohlman prepare a final document outlining the proposed program that could be presented to the Senate at the May meeting. This document was provided and is appended as is a chronological history of the steps taken to establish the new school.
Proposal for New School of Public Policy and Public Administration
Chronological History

Summer, 2000: VPAA Don Lehman calls and hosts a meeting of faculty with
public policy programmatic interests from across the university to consider a proposal for
creating a new stand alone school of Public Policy and Media. There is little support.

Fall, 2000: VPAA asks Hal Wolman, newly hired Director of GWIPP and of
the MPP program, to prepare a “White Paper” setting forth possible scenarios for the
public policy and public administration programs.

Spring, 2001: White Paper is shared with Kathy Newcomer, Chair of the Public
Administration Department, Joe Cordes, Director of the Public Policy, Ph.D. Program,
and Jean Folkerts, Interim Dean of CCAS. Discussions begin.

Fall-Winter, 2001: VPAA Lehman sets up a task force, chaired by Carol Sigelman
(without vote), to consider alternative proposals for restructuring public policy and public
administration. Task force members consist of Wolman, Newcomer, and Cordes, plus
three additional faculty members from PAd and three from CCAS.

Winter, 2002: After three months of considering various alternatives and
narrowing down to three for more intensive consideration (a separate stand-alone school;
an “enhanced” status quo; and a new school within CCAS), the Task Force submits it’s
report to VPAA Lehman. The report recommends a new School of Public Policy and
Public Service or School of Public Service and Public Policy within CCAS.

Spring, 2002: VPAA Lehman accepts the main recommendations of the Task
Force Report with the understanding that after X years of experience, the issue of
whether the new School should continue as a part of CCAS or become a separate stand-
alone school be revisited by the faculty.

Spring-Fall, 2002: The Public Administration Department discusses the implications
of leaving SBPM and moving into the new School within CCAS. In the Fall, 2002 they
vote unanimously to do so.

Summer, 2002- VPAA Lehman appoints a core group of Hal Wolman, Kathy
Newcomer, and Joe Cordes to oversee the development of a plan for bringing the new
school into existence, bringing others into the process for specific components as
necessary.

Spring, 2002: MPP Executive Committee discusses and approves MPP
curriculum revisions that would occur if the new school is approved.
Summer, 2002: Core group meetings begin to create a “Business Plan, including a proposed budget. After an orientation meeting with Don Boselovic, the core group, with the addition of Jed Kee, develops unified enrollment and budget projections for MPP and MPA programs.

Summer, 2002 Core group and Jed Kee meets with Bill Carter, Budget Director of SBPM, to discuss details of how the resources that have been supporting the operations of the Public Administration Department and its programs would be exported to CCAS upon approval of the new school.

Fall-Winter, 2002: Task force of Public Administration and Public Policy faculty engage in discussions about merger of the Ph.D. in Public Policy Program and Ph.D. in Public Administration Program into a single Ph.D. in Public Policy and Administration. Discussion is extended to include the existing Steering Committee of the Ph.D. in Public Policy program. The task force and Steering Committee endorse the merger and curriculum changes.

Fall, 2002: Core group presents proposal to Dean’s Council of CCAS which approves the proposed plan “in principle.”

Fall, 2002: Faculty Senate begins consideration of proposed plan. Core group appears before the Faculty Senate special committee to present the proposal and respond to questions.

Fall-Winter, 2002-03: Changes in the MPP curriculum are presented to the CCAS curriculum committee and approved. The MPA curriculum is presented to the CCAS curriculum committee for consideration and approval. In 2003, the proposed curriculum for the Ph.D. in Public Policy and Administration is presented to the CCAS curriculum committee.

Winter, 2003: Core group holds series of meetings with Dean Frawley to discuss plan and proposed budget.

Winter, 2003: The proposed faculty of the new school engages in discussion via e-mail and a series of votes which result in overwhelming support to name the school "School of Public Policy and Public Administration."
Summary

After two years of discussion among themselves and with the Administration, the Public Policy Programs (the Ph.D. program, currently in CCAS and the MPP program, split between CCAS and SBPM) and the Department of Public Administration have proposed the creation of a new School of Public Policy and Administration (SPP&PA) within CCAS. The faculty of the Public Administration department and the MPA program, along with the budget that supported it, will thus move from SBPM to CCAS. The new School will have a non-departmentalized faculty that will consist of the current members of the PAd and faculty members who have been associated with the Public Policy program. Tenure and budget lines for the latter will remain, however, in their current units. The Master of Public Policy (MPP), Master of Public Administration, and Ph.D. in Public Policy and Administration will remain as distinct programs. Each of these will have a “program faculty,” but members of the School faculty may serve on more than one program faculty. The Master of Arts in Telecommunication, at its request, will also be a part of the new School. Discussions are ongoing with the M.A. in Public Policy with a concentration in Women’s Studies concerning their possible participation. The School will be headed by a Director who reports to the Dean of CCAS. The School will also house the George Washington Institute of Public Policy (GWIPP) and The Center for Washington Area Studies.

Rationale

Given its location in the heart of Washington, DC, the overall quality of the university, and its existing faculty resources and programs in the area of public affairs, GW has the potential to be a national leader in the area of public affairs education and research. However, GW’s efforts currently lack visibility and focus. At present GW’s public policy and administration programs are scattered: The Ph.D. in Public Policy is in CCAS, the MPP is divided into two areas, with students choosing Policy Analysis and Research receiving their degree from CCAS and students choosing Public/Private Policy and Management receiving their degree from SBPM, and the Public Administration department and the MPA program are located in SBPM. The George Washington Institute of Public Policy (GWIPP) nominally houses the public policy academic programs and serves a university wide policy research function; the Director of GWIPP, who is also currently the Director of the MPP academic program, reports directly to the Vice-President for Academic Affairs. The creation of a School within CCAS would provide that visibility and place GW on an equal footing with our competitors, nearly all of whom deliver their programs through distinct and visible schools or Institutes of Public Affairs, Public Policy, and/or Public Administration, many of which (e.g., Georgetown, Duke, the University of Wisconsin, and Ohio State) are located within Colleges of Arts and Science. Creation of the School of Public Policy and Public Administration will also focus and integrate our efforts by placing faculty engaged in
similar pursuits within the same organizational framework and in a non-departmental setting designed to encourage cooperation.

History

In Summer, 2000, VPAA Don Lehman called and hosted a meeting of faculty with public policy programmatic interests from across the university to consider a proposal for creating a new stand alone school of Public Policy and Media. There was little support. In Fall, 2000 VPAA Lehman asked Hal Wolman, newly hired Director of GWIPP and of the MPP program, to prepare a “White Paper” setting forth possible scenarios for the public policy and public administration programs. In Spring, 2001 the White Paper was shared with Kathy Newcomer, Chair of the Public Administration Department, Joe Cordes, Director of the Public Policy, Ph.D. Program, and Jean Folkerts, Interim Dean of CCAS. A series of discussion ensued. VPAA Lehman, in late 2001, then set up a task force, chaired by Carol Sigelman (without vote), to consider alternative proposals for restructuring public policy and public administration. The Task Force members consisted of Wolman, Newcomer, and Cordes, plus three additional faculty members from PAd and three from CCAS. After three months of considering various alternatives and narrowing down to three for more intensive consideration (a separate stand-alone school; an “enhanced” status quo; and a new school within CCAS), the Task Force submitted its report to VPAA Lehman. The report recommended a new School within CCAS. VPAA Lehman accepted the main recommendations of the Task Force Report with the understanding that after four years of experience, the issue of whether the new School should continue as a part of CCAS or become a separate stand-alone school be revisited by the faculty. During the Spring and Summer of 2002, The Public Administration Department discussed the implications of leaving SBPM and moving into the new School within CCAS. In the Fall, 2002 they voted unanimously to do so. In the Fall of 2002, the MPP curriculum was redesigned by the MPP Executive Committee to establish a common core of classes and a new and unified Ph.D. program in Public Policy and Administration was created by a joint Public Policy and Public Administration task force and was approved by the CCAS Ph.D. in Public Policy Steering Committee. These degrees, along with the MPA all submitted to the CCAS Curriculum Committee in Fall, 2002-Spring, 2003 and approved. In the Fall of 2002, The Faculty Senate formed a special subcommittee, consisting of members from the Faculty Senate committees on Fiscal Planning and Budgeting, Education Policy, and Professional Ethics and Academic Freedom. to consider the proposal. The subcommittee discussed the proposal with the various program heads (Wolman, Cordes, Newcomer) and the Deans involved (Frawley and Phillips). The Subcommittee will report its recommendations to the full Faculty Senate after CCAS faculty take action on the proposal.

Organization

The School of Public Policy and Public Administration (the name was selected by the faculty after a series of votes among competing names) will be a new School within CCAS. It will be headed by a Director who will be selected by the Dean of CCAS upon
the recommendation of the faculty and will report to the Dean of CCAS. Its faculty, which will be a non-departmentalized school-wide faculty, will consist of

PROGRAM FACULTY:
   a. Full-time, active status faculty budgeted within the school (at present, the current PAd faculty);
   b. Full-time, active status faculty who regularly teach core courses in the MPP, MPA or PhD programs or other degree programs offered by the school;
   c. Fifty-fifty hires made between public policy and other academic units;
   d. Full-time, active status faculty appointed to serve as field advisors in the PhD program; and
   e. Other faculty voted to become program faculty by the program faculty.

2. ASSOCIATE FACULTY:
   a. Research faculty associated with the school;
   b. Faculty in other schools who participate in policy education and research and desire to be associated with the school; and
   c. Visiting and adjunct faculty.

Except for the transfer of tenure and budget lines from SBPM to CCAS for current PAd faculty, there will be no transfer of tenure or budget lines for other faculty of the School. Only faculty with appointments in CCAS departments will be eligible to vote on director selection and personnel matters.

There will be four academic programs within the School, each with a separate program faculty and a program head (appointed by the Director upon a recommendation of the faculty of the program). Faculty can be members of more than one program. The programs within SPP&PA at inception will be the Master of Public Administration, the Master of Public Policy, the Master of Arts in Telecommunication, and the Ph.D. in Public Policy and Administration. Other programs may decide to seek to be a part of the School, and they will be accepted by the Director upon the vote of the faculty.

The George Washington Institute of Public Policy (GWIPP) will become a research institute and will no longer be responsible for academic programs. GWIPP will be housed in SPP&PA, but will serve a university wide function. Its Director will be appointed by the VPAA and report to him. Because the purpose of GWIPP is to support policy research throughout the University, it will have a separate budget that will not have its source in CCAS funds.

Currently, the Center for Washington Area Studies shares resources and space with the Ph.D. Program in Public Policy. This arrangement will continue in that SPP&PA will also house the Center for Washington Area Studies (CWAS), which will continue to maintain a separate budget and identity.
THE GEORGE WASHINGTON UNIVERSITY
THE FACULTY SENATE - 2003-04 SESSION

The Faculty Senate meetings for the 2003-04 Session will be held on the second Friday of each month (exceptions: January and May 2004) as follows:

- May 9, 2003
- September 12, 2003
- October 10, 2003
- November 14, 2003
- December 12, 2003
- January 16, 2004
- February 13, 2004
- March 12, 2004
- April 9, 2004
- The 2004-2005 Session begins on May 7, 2004

Ex Officio Member (stated by the Faculty Organization Plan)

- Trachtenberg, Stephen Joel: President

Administrative Members (stated by the Faculty Organization Plan)

- Lehman, Donald R.: Executive Vice President for Academic Affairs
- Geyer, Dennis L.: Registrar

(Appointed by the President):

- Frawley, William J.: Dean, Columbian College of Arts & Sciences
- Futrell, Mary H.: Dean, Graduate School of Education & Human Development
- Harding, Harry: Dean, Elliott School of International Affairs
- Phillips, Susan M.: Dean, School of Business & Public Management
- Southby, Richard F.: Interim Dean, School of Public Health & Health Services
- Tong, Timothy W.: Dean, School of Engineering & Applied Science
- Whitaker, Roger: Dean, College of Professional Studies
- Williams, John F.: Dean, School of Medicine & Health Sciences
- Young, Michael K.: Dean, GW Law School

Parliamentarian

- Pagel, Scott

Faculty Members

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The members of the 2002-2003 Educational Policy Committee were:
Paul Duff (chair), Paul Churchill, Gregg Margolis, Stephen McGraw, Yasser Nagib,
Judith Plotz, Catherine Turley.

The ex officio members of the EPC were:
Cheryl Beil, Gail Etschmaier, Robert Chernak, Mary Futrell, Dennis Geyer, Donald
Lehman, Kathryn Napper, Catherine Resler, Carol Sigelman, Daniel Small, and Scott
Steibelman. Lilien Robinson was the Executive Committee Liaison.

The Educational Policy Committee met 6 times over the course of the 2001-02 academic
year. Although the committee is still working on a list of “best practices” for tenure and
promotion, this project was temporarily suspended so that the EPC could pursue the two
time sensitive issues, the Academic Excellence Committee’s Writing Proposal, and the
proposal to establish a “School of Public Policy and Public Administration” within the
Columbian College.

Most of the EPC’s time this year was spent discussing the Academic Excellence
Committee’s Writing Proposal. The EPC also appointed two of its members, Stephen
McGraw and Paul Duff, to a subcommittee with members of the Fiscal Planning and
Budgeting Committee and the Professional Ethics and Academic Freedom Committee to
examine the proposal to create a School of Public Policy with CCAS. Reports on each of
these tasks is attached.

Respectfully submitted,

[Signature]

Paul B. Duff
Chair