

THE GEORGE WASHINGTON UNIVERSITY
Washington, DC

MINUTES OF THE REGULAR FACULTY SENATE MEETING
HELD ON JANUARY 13, 2017
AT 1957 E STREET NW, STATE ROOM

Present: President Knapp, Vice Provost Bracey (for Provost Maltzman), Registrar Amundson, and Parliamentarian Charnovitz; Deans Akman, Eskandarian, Goldman, Jeffries, and Vinson; University Librarian Henry, Executive Committee Chair Garris; Professors Agnew, Briscoe, Cordes, Corry, Costello, Cottrol, Downes, Galston, Griesshammer, Khoury, Markus, McDonnell, McHugh, Newcomer, Parsons, Pintz, Price, Pulcini, Rice, Rohrbeck, Sidawy, Watkins, Wilmarth, Wilson, and Wirtz.

Absent: Deans Brigety, Dolling, Feuer, Livingstone, and Morant; Professors Cline, Cordes, Griffin, Harrington, Hawley, Hopkins, Jacobson, Kohn, Lewis, Packer, Rehman, Roddis, Sarkar, Tielsch, and Zeman.

CALL TO ORDER

The meeting was called to order at 2:12 p.m. President Knapp noted that he had come directly from a meeting with a Stephen Joel Trachtenberg scholar who was able to come to GW because of the financial support that scholarship provided. The student expressed her appreciation for her GW education as well as for the faculty.

The President made two opening announcements:

1. Provost Maltzman is unable to attend today's meeting. Vice Provost for Faculty Affairs Chris Bracey is attending in his place.
2. Professor Melissa Perry from the Milken Institute School of Public Health (GWSPH) has resigned her Senate position in order to accept the position of Interim Dean for Research in GWSPH. Professor James Tielsch will complete Professor Perry's term. Professor Tielsch is unable to attend today's meeting but will join the Senate in February.

APPROVAL OF THE MINUTES

The minutes of the December 9, 2016, Faculty Senate meeting were approved unanimously without comment.

REPORT: PRESIDENTIAL SEARCH UPDATE (Board of Trustees Chair Nelson Carbonell)

Chair Carbonell noted that this would be his final presidential search update and that he would summarize the many activities of the past two months for the Senate. The Presidential Search Committee (PSC) received over one hundred candidate nominations for the position and vetted over two dozen candidates; that list was narrowed down to about a dozen people who were interviewed in November. Interviews were conducted largely by asking questions that were formulated by the Faculty Consultative Committee (FCC) and the Faculty Senate Executive Committee (FSEC) and reviewed by the Board of Trustees.

This group was narrowed to a group of five. In November, additional background information was collected and telephone interviews conducted with this group. A second round of interviews was conducted in December; each candidate participated in eight hours of interviews during this round. The PSC then deliberated and sent two nominees forward to the Board. The Board then visited each candidate and conducted further interviews. Reference checks and further background checks were then conducted, and the PSC ordered the two candidates. The top candidate was informed that he was the top candidate. The second candidate was told that he/she was one of two candidates. At that point, the second candidate asked the search committee not to do additional due diligence. Reference checks proceeded for Tom LeBlanc, including calls with Donna Shalala and Julio Frenk, the former and current presidents of the University of Miami, respectively.

Dr. LeBlanc returned to GW for a series of meetings with trustees, President Knapp, the FCC, and the FSEC. Following these meetings, the Board met and received extremely positive reports from the FCC co-chairs and the FSEC chair. The Board then went into executive session, where, after discussion and deliberation, Dr. Thomas J. LeBlanc was unanimously elected the 17th president of the George Washington University. The Board then informed Dr. LeBlanc that he had been elected, and he accepted the position at that point. A team from External Relations then put together the announcement event held in the Betts Theater on January 6th.

Chair Carbonell expressed his thanks to Madeleine Jacobs and Alan Greenberg, the chair and vice chair of the PSC, respectively, as well as to the nineteen members of the PSC, which worked very hard toward this result. He also thanked the FCC (and the Senate for setting up a very good process for selecting the FCC membership) and the FSEC as well as Chair Garris and Professor Sidawy, who served on both the FSEC and the PSC. Chair Carbonell noted his appreciation for the trustees, especially those who served on the PSC, and the Board office staff: Vice President Collins, Jonathan Post, Will Carnago, and Jessica Polk. These individuals did an enormous amount of work in a very short period of time under highly confidential circumstances. He also expressed thanks to Lorraine Voles and her staff in External Relations for the announcement event and PR miracle that they accomplished last Friday afternoon.

Chair Carbonell especially noted his thanks to President Knapp, who gave the university the opportunity to conduct a thorough and deliberate search. President Knapp also played a vital role toward the end of the process with Tom LeBlanc through his recruitment and vetting as well as his welcoming of Tom LeBlanc and his wife, Anne. Most importantly, Chair Carbonell noted that the entire university community owes a debt of thanks to President Knapp for his leadership over the past decade. GW has gone to a remarkable new height and attracted a very diverse, highly qualified pool of candidates because of the opportunity that exists here; this is due to President Knapp's leadership.

The Board has established a Transition Committee, which is chaired by Madeleine Jacobs. This committee will meet on February 9, during the Board meeting week. There will also be a logistical transition committee on campus for those who can assist with logistics, meetings, and making sure Dr. LeBlanc is able to meet as many people as possible before and as he begins his new position. Tom LeBlanc plans to replicate the town hall process (that was so instrumental to the beginning of the presidential search) as a listening tour when he first comes to campus. Chair Carbonell noted that he plans to work closely with the Senate to be sure the transition is smoothly orchestrated.

Chair Carbonell closed his remarks by noting that it is important for GW to maintain its momentum during the presidential transition. The university is nearing completion of its \$1 billion campaign. Students expect the university's attention and focus as they work toward their degrees. Research endeavors need to be supported and advanced, and the worldwide community of alumni must continue to be engaged.

Professor Garris expressed his thanks to PSC Chair Jacobs and Vice Chair Greenberg for their excellent leadership of the PSC. He also noted his gratitude to Chair Carbonell for assembling a hardworking search committee that worked very well together. He further expressed his strong thanks to the Board for their commitment to the search process and to the university more generally. This Board is extremely engaged in the welfare of GW.

REPORT: GW SCHOOL OF NURSING: FROM PRACTICE TO POLICY (Dean Pamela Jeffries)

Dean Jeffries's presentation to the Senate is attached. Dean Jeffries came to GW and the School of Nursing (SON)—GW's newest school--19 months ago. SON broke out from GW's health sciences division in 2010 and has grown over the past six years. The school now has 47 full-time and 15 part-time faculty, most of whom are doctorally prepared. SON is over 800 undergraduate and graduate students strong and very diverse. There is a face-to-face program at the Virginia Science and Technology Campus (VSTC); due to the school's online presence, students from all over the country are enrolled. The dean noted that nurses are required to take an in-class exam for pre-licensure. She reported that the school has 92% passage and almost 100% certification for advanced practice nurses at the graduate level. The faculty-student ratio is necessarily very low as nursing is a practice profession.

SON has two campuses: one at VSTC and one at 1919 Pennsylvania Avenue, the latter of which became operational in August after a move from M Street. The face-to-face program is at the VSTC and boasts two floors of state-of-the-art simulation space and exam areas. The online program is in 47 states and the District of Columbia thanks to the state authorization consortium. Once authorization has been achieved, though, state board approval is also required; this is not a standardized national process and requires attention at the state board regulator level.

At the undergraduate level, SON offers a bachelor of science as well as a second-degree accelerated bachelor's program, for students who already have a bachelor's degree in another field and are interested in a career change. SON's retention rate is 95%, and an RN degree can be achieved in an intense 15 months. The school also offers an online RN to BSN program as well as 2-, 3-, and 4-year pre-licensure programs. Nursing as an industry has long argued for at least a baccalaureate entry of practice. This hasn't happened yet, but the market is driving a move in this direction by hiring two-year RNs on the condition that they earn a baccalaureate within three years.

Dean Jeffries noted that one of her goals is to bring students into GW's programs from other work students have done that prepares them for the rigor of a nursing baccalaureate program. She is working to establish articulation agreements with community colleges, especially those in Virginia, to have a feeder system from associates degree programs to GW's baccalaureate programs. In addition, a "boots on the ground" program offers face-to-face nursing education for returning veterans, some of whom already have over 100 credit hours. Some have been combat medics with trauma experience who enter the program and find meaningful new experiences in caring for the whole patient.

The dean noted especially the school's signature nurse practitioner program, begun by former dean Jean Johnson. The nurse practitioner programs are online across 47 states, and the online faculty are expert with the technology and at promoting student engagement. Online nurse practitioner students also come to campus three times during the program to use the simulation lab. This allows students to test out competencies so faculty can assure they are qualified in meeting the end-degree program outcomes.

SON also has a Doctor of Nursing Practice (DNP) program. This is an evidence-based program in which nurses learn to translate evidence-based practice into the hospital arena. A nursing PhD program is likely still two to three years away and will involve discovering new knowledge in nursing science.

Enrollment in SON has been on a steady incline. It began at necessarily lower levels as the school was just starting up but has been growing quickly due to market demand for the program and qualified nurses in the industry. Employment growth has been especially high in health care, and SON has been working to meet the demand for nurses. The faculty has embraced this enrollment growth, but growth has to be carefully managed to maintain quality education.

Dean Jeffries noted that about 2/3 of student scholarships are funded by hospitals and other organizations hiring nurses. Students will receive tuition assistance and sign an agreement to work within the granting institution for three years. Once students are enrolled, institutions will select from the enrollment pool the students they want to come work in the hospital or center. This program provides financial assistance as well as a small community for GW students within large medical groups (e.g., MedStar, GW Hospital). Dean Jeffries reported that she is preparing to speak with INOVA about developing a similar program there.

SON is already ranked in the top 10 percent of nursing schools in the country, a remarkable achievement for a young school. Last year, SON was ranked 58th; this year 34th. The goal in five years is for SON to be in the top 25. In looking at the qualities of top-25 nursing programs, there are a few areas that are especially important: quality faculty, research, academic success and branding, and fundraising. The dean expressed her understanding of the importance of development for the school's ongoing success. This can be a challenge for a young school as the donor base is relatively small.

Dean Jeffries provided a timeline for the school from its inception using the analogy of a house. Dean Johnson built the foundation from 2009 through 2016, registering strong programs, and recruiting students and faculty. Dean Jeffries noted that she is now working on developing the school's infrastructure from that of a smaller school into one for a growing school. The third level, projected for 2018-2020 is to establish SON as the place to be for nursing education: a top 25 school with significant academic practice partnerships and a PhD program.

As part of ongoing infrastructure development, faculty support has been growing through "communities" for faculty at VSTC and Foggy Bottom. The school does not have departments, but there are faculty chairs have been appointed to help mentor faculty for promotion and tenure, put them up for awards, and track RN licensing, among other support activities.

The upcoming PhD program goal is less about the PhD program per se than it is about building a research base. Quality schools have research, and SON's research has been sparse to date. Dean Jeffries noted that faculty hiring now includes faculty who are bringing research programs with them

to SON. Current faculty workload guidelines include small pieces for scholarship and research. In addition, SON has created a Center for Health Policy and Media Engagement, which is part of the school's branding and allows for a strong focus on an area students and faculty alike indicate is a major reason they come to GW. Drs. Mary Jean Schumann and Diana Mason are leading these efforts.

Dean Jeffries reported that, in an effort to diversify revenue and reduce tuition dependence, she has started the Division of Entrepreneurial Enterprise. This is about creating partnerships and license agreements and leveraging the physical assets of the school. Revenue from these endeavors goes back into programs and scholarships. In addition, SON has a contract with United Healthcare to provide executive leadership, and the school is also conducting programs on professional development.

In terms of priority areas, the school has a director of global activities, Dr. Joyce Pulcini. Global activities include recruiting international students who can't receive the training they require in their home countries, offering clinical sites abroad for SON students who want global opportunities, and offering professional development for international colleagues. The current areas of work for SON are in Haiti and Ecuador, and a new site in Costa Rica will become operational soon.

Finally, Dean Jeffries noted that she is appointing a diversity council (and a leader for that council) to focus on ensuring a culture of diversity, equity, and inclusion. The council will be tasked with developed a strategic plan for diversity in the school.

Professor Parsons asked about the status of the SON budget and what issues exist in that arena. Dean Jeffries responded that the school is in good financial health, with reserves and funds for innovation and research. She noted that enrollment numbers dictate the school's budget, which is in the black. Professor Parsons followed up his question with a query about whether online tuition can be more profitable for GW, given the difference between the cost of offering the program and what can be charged for it. Dean Jeffries noted that the tuition was set after looking at comparable nursing programs across the country and that online delivery does still require significant investment in staff, infrastructure, and training, particularly for faculty who are accustomed to teaching face-to-face only. These are important investments for the school, however, as online programs provide education mobility and career investment for professionals who aren't able to leave work mid-afternoon to attend on-campus classes.

President Knapp inquired as to whether the online course offerings are more profitable than the in-person courses. Dean Jeffries noted that the GW budget model provides a higher return of the tuition dollar (85%) for online courses, and the school benefits from this. However, class sizes are still small. President Knapp commented that online education permits access to students that GW wouldn't otherwise be able to enroll but that student-teacher ratios do keep productivity gains low; online education is not a panacea for university finances. Clear advantages exist, however; President Knapp noted that one advantage of the online SON program is that students based in rural communities and working from community colleges are able to remain and work in their communities, where nursing professionals are badly needed.

Professor Wilson asked about the size of the online program as compared to the on-campus program. Dean Jeffries noted that there are more online than on-campus students; only undergraduate students (230 this year) are on-campus. The school's approximately 850 graduate students are all online students. Professor Wilson further asked what happens to the small number of students who do not

pass the pre-licensure exam. Dean Jeffries responded that there are occasionally language issues in play with students for whom English is not a first language and that SON works with students to retake the test.

Professor Newcomer asked whether the graduate online programs are asynchronous. Dean Jeffries noted that this is the case for the most part. Occasionally, a faculty member will initiate a chat session to allow for real-time interaction on a difficult concept. These can be recorded, archived, and referred back to later by students and faculty alike. Professor Newcomer then asked whether online course offerings are done in-house or using a single vendor. Dean Jeffries responded that this is done within SON; there is a director of Instructional Design and Online Programs as well as two instructional designers and a multimedia technologist.

Professor Price asked whether there is a ceiling to the growth SON is currently experiencing and whether there is any impact from the Foggy Bottom cap on the school. Dean Jeffries noted that SON is not affected by the enrollment cap in the District as all of its face-to-face enrollments are at the VSTC. She noted that there is an expected plateau for enrollments as current faculty capacities are met. Programs can be scaled, but this needs to be done well and without compromising quality education.

Professor Wirtz inquired about the proposed PhD program, asking whether the dean might provide a sense of the research domains for the theoretical framework for nursing and how that is distinguished from the research domains investigated by, for example, the School of Public Health. Dean Jeffries noted that a PhD would probably be collaborating with public health and medicine, among other fields; some courses would not need to be recreated. Some theoretical bases in nursing include health promotion, health behavior, and change theory. There is a dovetail with public health, but there is a body of science in nursing that, while intersecting with public health and medicine, nursing scientists want to grow as well. An example of this is a new hire in nursing, Dr. Ashley Darcy-Mahoney. Her research focus is autism and in looking at functioning autistic children. She is doing joint work now with Dr. Pelphrey in the Center for Autism and are trying to develop a center around this work.

Professor Griesshammer asked two questions about faculty composition: first, about the current status and projections on contract faculty, tenure lines, part-time numbers, etc.; and second, about what kind of mentoring is provided to faculty so that they can enhance their research portfolios and obtain external funding. Dean Jeffries noted that the tenure to non-tenure ratio is meant to be 75/25; SON is currently about 70% tenured or tenure-track. SON does not yet have a lot of tenured faculty yet due to the age of the school, but this will grow. SON also has a number of special service faculty due to the practice nature of the curriculum; they are hired for 90% teaching/10% service. Dean Jeffries noted that, with regard to research mentoring, one route has been to bring in research consultants to advise and educate faculty on how to build research portfolios, obtain grant funding, and publish. The school also has tenured faculty meet with junior faculty to talk about putting together a dossier that will help increase a faculty member's research profile. Last year, a third-year review was instituted with feedback from the APT committee and the dean.

INTRODUCTION OF RESOLUTIONS

None.

GENERAL BUSINESS

- I. Nominations for election of new members to Senate Standing Committees:
Professor Sidawy nominated Phyllis Ryder to the Libraries Committee. The nomination was unanimously approved.
- II. Reports of Senate Standing Committees:
None.
- III. Report of the Executive Committee: Professor C.A. Garris, Chair:
Please see the attached report of the Executive Committee presented by Professor Garris. Following Professor Garris's comments, Professor Wirtz noted that a resolution on an academic forgiveness policy is likely forthcoming from the Educational Policy committee and would need to be added to the February Senate agenda as outlined by Professor Garris.
- IV. Provost's Remarks:
Vice Provost Bracey presented Provost Maltzman's remarks:
 1. The Provost conveyed his own personal excitement about Friday's announcement of Tom LeBlanc as the next president of GW. He expressed his thanks to President Knapp for his dedication and service to the university. The Provost is confident that Tom will be a very collaborative and transparent partner as the university builds upon President Knapp's contributions.
 2. This is the beginning of a new semester, and students are returning to campus. It is incumbent upon all faculty and staff to ensure that students are both academically challenged and supported so that they enjoy a happy, productive, and successful spring semester.
 3. The university is doing all it can to manage the logistics of the upcoming inauguration weekend. Emails are being sent regarding building, road, and parking garage closures. GW is within the soft security perimeter, which means that GW personnel will need to carry their GW IDs in order to enter campus. The university will keep its community updated via InfoMail and Campus Advisories. Classes will be held on Thursday, January 19, and it is important to hold those classes whenever possible. Faculty members may exercise individual choices to schedule make-ups in lieu of holding class on Thursday. GW is committed to ensuring that everyone can respectfully present their views even when they are controversial. This is true for faculty, students, and staff.
- V. Chair's Remarks:
The President noted that one of the items mentioned by Professor Garris was the discussion that took place in the wake of the election about the best way to go about supporting and protecting students who are both undocumented and documented. This issue has received a fair amount of focus since the election. President Knapp reported that he met earlier this week with members of the faculty and other colleagues who have been part of the petition drive to which Professor Garris referred; one of the members of that group was Senate member Marie Price. The

President stated that this was a productive discussion and that the university is committed to continuing its focus on this issue.

The meeting also provided an opportunity for discussion of other concerns arising after the election, including issues of free speech. The President encouraged faculty members with an interest in this matters to work with Vice Provost Caroline Laguerre-Brown, who is re-establishing the Diversity Leadership Council that was formed some years ago. This will provide a good opportunity to lead these ongoing discussions.

The President noted tat the campaign has one year remaining and has now raised \$950,281,623.57 of its \$1billion goal. He encouraged anyone wishing to contribute to the campaign to speak with him about doing so.

Finally, President Knapp noted that his office—as well as the offices of the vice presidents and deans—is prepared to do everything possible to ensure a smooth presidential transition. He recalled that Dr. LeBlanc and Provost Maltzman worked together on GW's last Middle States 10-year accreditation process and got to know each other through those interactions. Because of that process, Dr. LeBlanc comes to GW with a good deal of familiarity with the institution. More details regarding the transition will be forthcoming.

BRIEF STATEMENTS AND QUESTIONS

Professor Griesshammer noted that he finds it odd that outgoing Faculty Senate members are voting on the incoming Executive Committee (EC), as opposed to the new Senate, which seats in May. He expressed understanding that there may be some logistical or bureaucratic issues involved with this, but he wondered whether the new Executive Committee could be elected by the new Senate at the May meeting rather than the April meeting. Parliamentarian Charnovitz noted that the Executive Committee's term ends in April, including that of the EC Chair and that, due to this, no body would be seated to set the agenda for and chair the May meeting. The issue was moved to an external discussion.

Professor Costello asked whether anyone involved with the presidential search was at liberty to speak to the diversity of the recruitment pool for the position. Professor Garris noted that, while statistics were not compiled on this point and while the identities of candidates is confidential, diversity was a major emphasis of the search committee, which was itself diverse. The committee did everything within its power to ensure a diverse pool of candidates. President Knapp noted that the question could be passed along to the Board of Trustees to see if this data is information that might be released.

ADJOURNMENT

The meeting was adjourned at 4:17 pm.



GEORGE WASHINGTON SCHOOL OF NURSING

FROM PRACTICE TO POLICY



Nursing

THE GEORGE
WASHINGTON
UNIVERSITY
WASHINGTON, DC

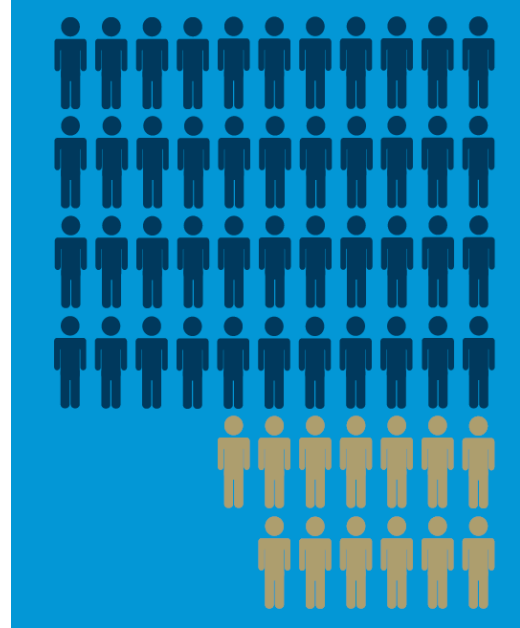
Who We Are

WHO WE ARE

GW | Nursing

*Established
July 1, 2010*

10TH
SCHOOL AT GW



47 FULL-TIME
FACULTY

15 PART-TIME
FACULTY



**90% OF FULL-TIME FACULTY
ARE DOCTORALLY PREPARED**

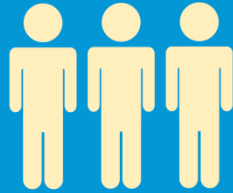
WHO WE ARE

WE HAVE APPROXIMATELY 800 STUDENTS



500

GRADUATE



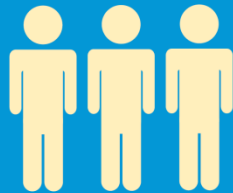
300

UNDERGRADUATE



500

PART-TIME



300

FULL-TIME

- More than **30%** racial or ethnic minorities
- More than **13%** male
- **92% NCLEX** pass rate
- Low student-faculty ratio in lab and clinical courses

Where We Are

OUR CAMPUSES

Foggy Bottom Campus



Relocated to 1919 Pennsylvania Avenue in August 2016

Virginia Science & Technology Campus



Skills & Simulation Center (10,000 ft²)

- 30 mock hospital bed stations and exam areas
- Home health studio apartment
- Two private rooms
- Birthing and pediatrics simulation

GW NURSING, LOCAL AND GLOBAL



GW Nursing has students and faculty across the United States and in various international and military locations.

Our Programs

UNDERGRADUATE PROGRAMS

RN Pathway

- RN to BSN

Bachelors of Science in Nursing

- Accelerated BSN
- Veterans BSN



ONLINE GRADUATE PROGRAMS

RN to BSN/MSN

- Nurse Midwifery Concentration
- Nurse Practitioner Programs
 - Family Nurse Practitioner
 - Adult-Gerontology Nurse Practitioner

Master's (MSN) Programs

- Nursing Leadership & Management
- Nurse Midwifery Concentration
- Nurse Practitioner Programs
 - Adult-Gerontology Nurse Practitioner
 - Family Nurse Practitioner
 - Adult-Gerontology Acute Care Nurse Practitioner

Post-Master's Certificate Programs

- Adult-Gerontology Nurse Practitioner
- Family Nurse Practitioner
- Palliative Care Nurse Practitioner
- Nursing Education
- Health Care Policy*
- Psychiatric Mental Health Care Nurse Practitioner*

*planned to launch in fall 2017

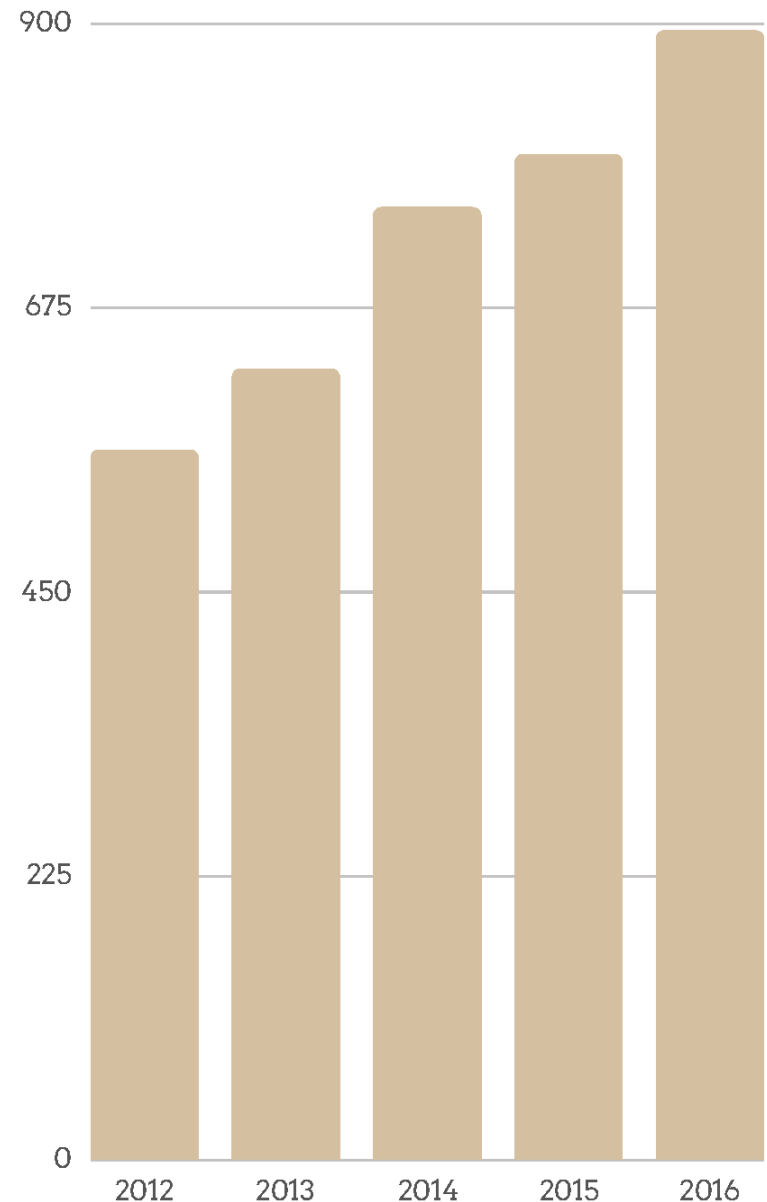
Doctoral Program - Doctor of Nursing Practice (DNP)

Our Growth

2012-2016

GWU SON Enrollment

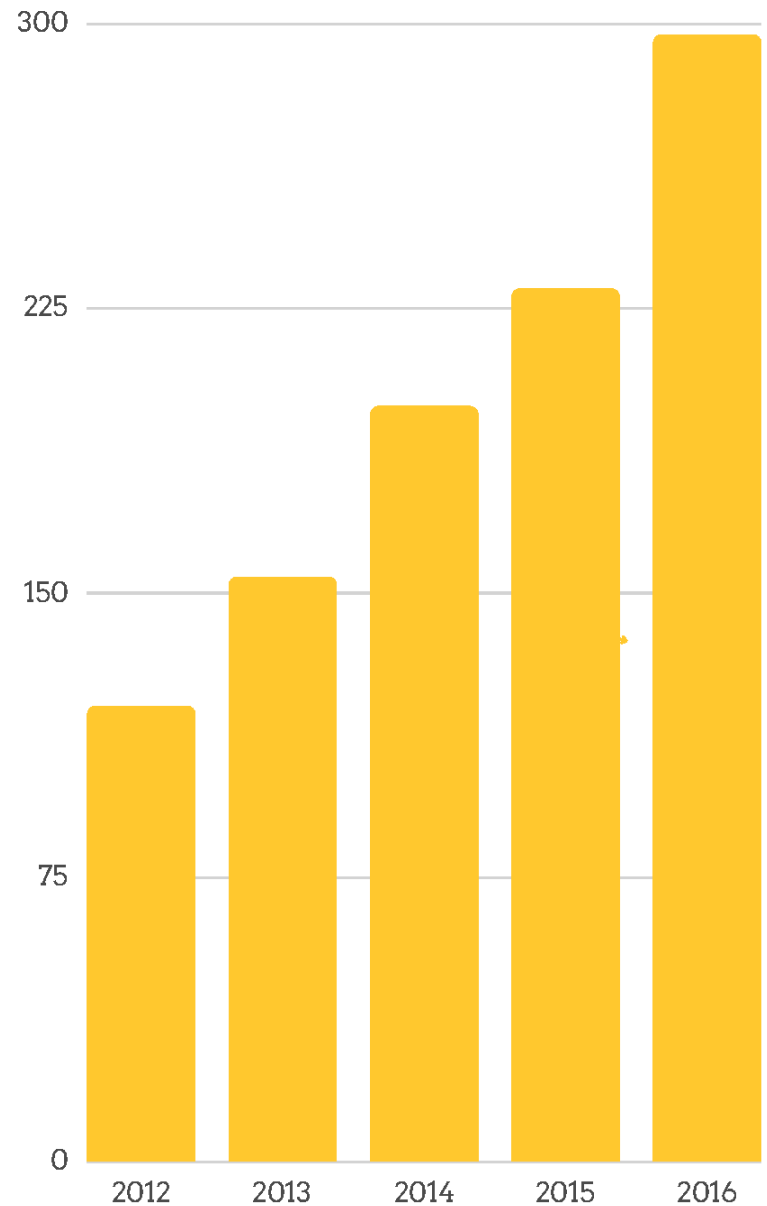
- 59% increase in total enrollment
- 147% increase in undergraduate enrollment
- 39% increase in graduate enrollment



2012-2016

SON Undergraduate Enrollment

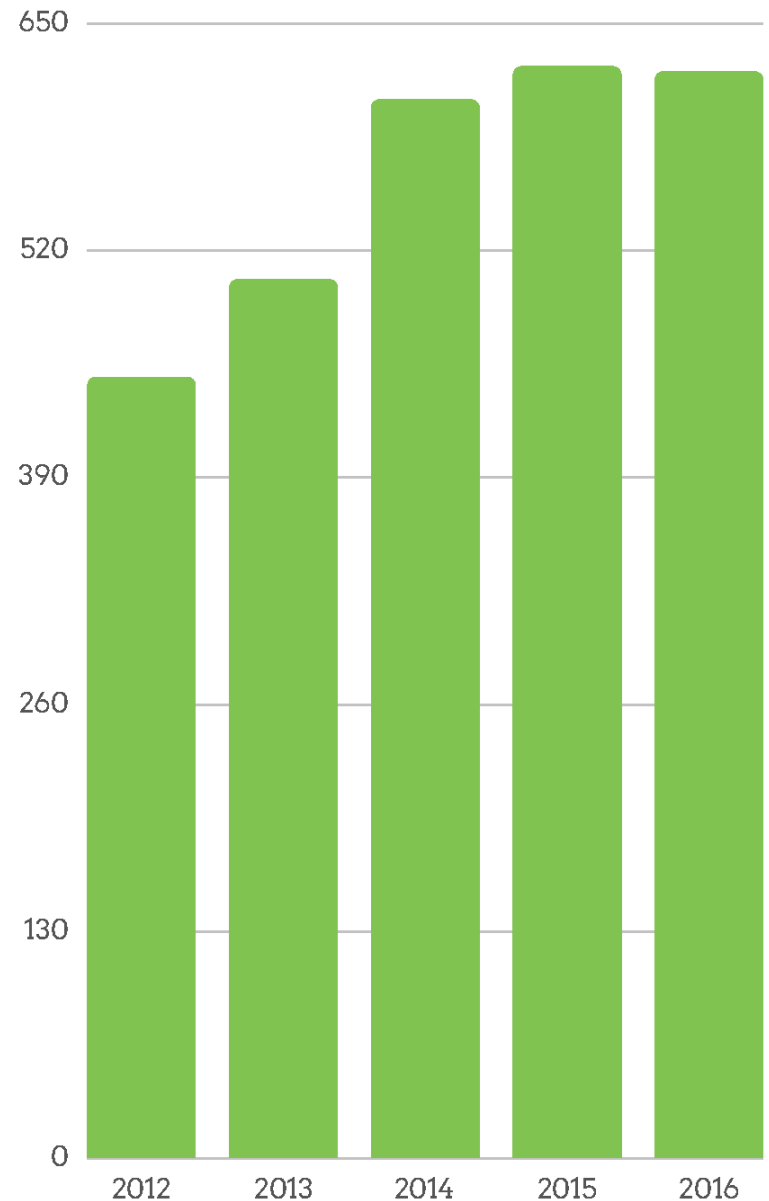
- 147% increase in undergraduate enrollment
- 128 student increase in ABSN enrollment
- 49 student increase in RN-BSN enrollment



2012-2016

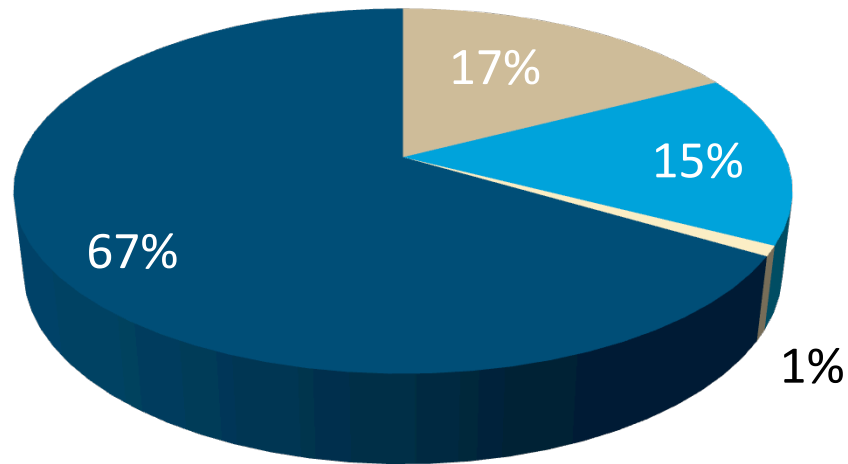
SON Graduate Enrollment

- 39% increase in graduate enrollment
- 55% increase in MSN enrollment
- 25% increase in DNP enrollment



Scholarship and Student Financial Aid

FY16 Actual Aid Mix



■ University Funded Scholarship

■ Endowment

■ Grants & Foundations

■ Hospital Partners

Primary Goal for the Next 5 Years



ELEVATE SCHOOL INTO THE TOP 25 NURSING RANKING

US NEWS & WORLD REPORT RANKINGS



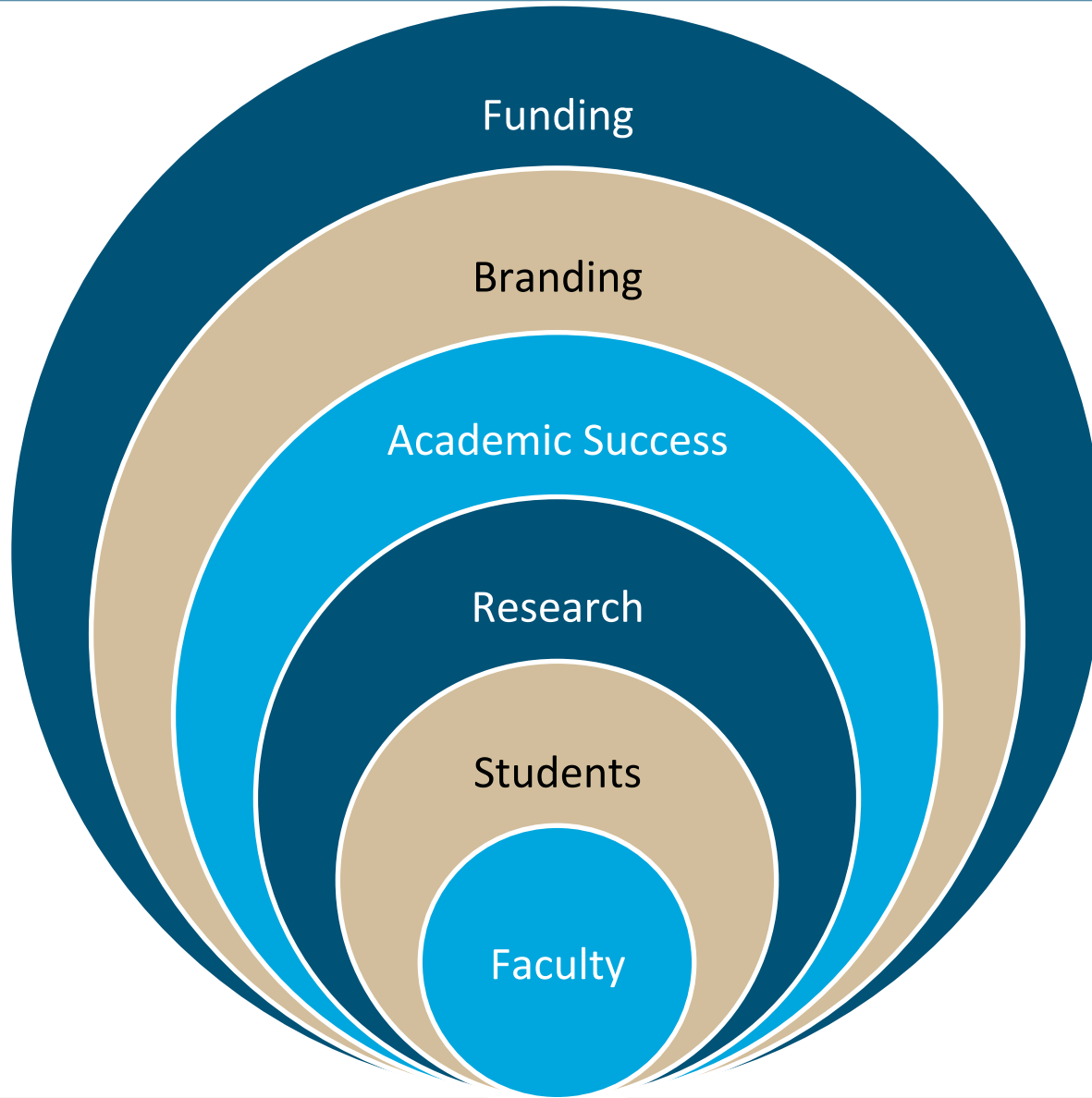
GW Nursing is **ranked** in the **top 10%**
of nursing schools nationwide

Online MSN Programs #26

Master's Programs #34

DNP Program #30

Characteristics of Top 25 Ranked Schools



How We Get There

Evolution of GW Nursing

Phase 3

2018-2019

Achieve Top 25 Ranking

International Recognition

High-Functionality

Launch Ph.D.

Significant Academic Partnerships

Increase Philanthropic Support

Phase 2

2016-2018

Position School for Growth

Raise Profile

Formalize Infrastructure

Excellence in Teaching

Enhance Learning Experiences

Reduce Tuition Dependency

Phase 1

2009-2015

Launch and Establish School

Conversion

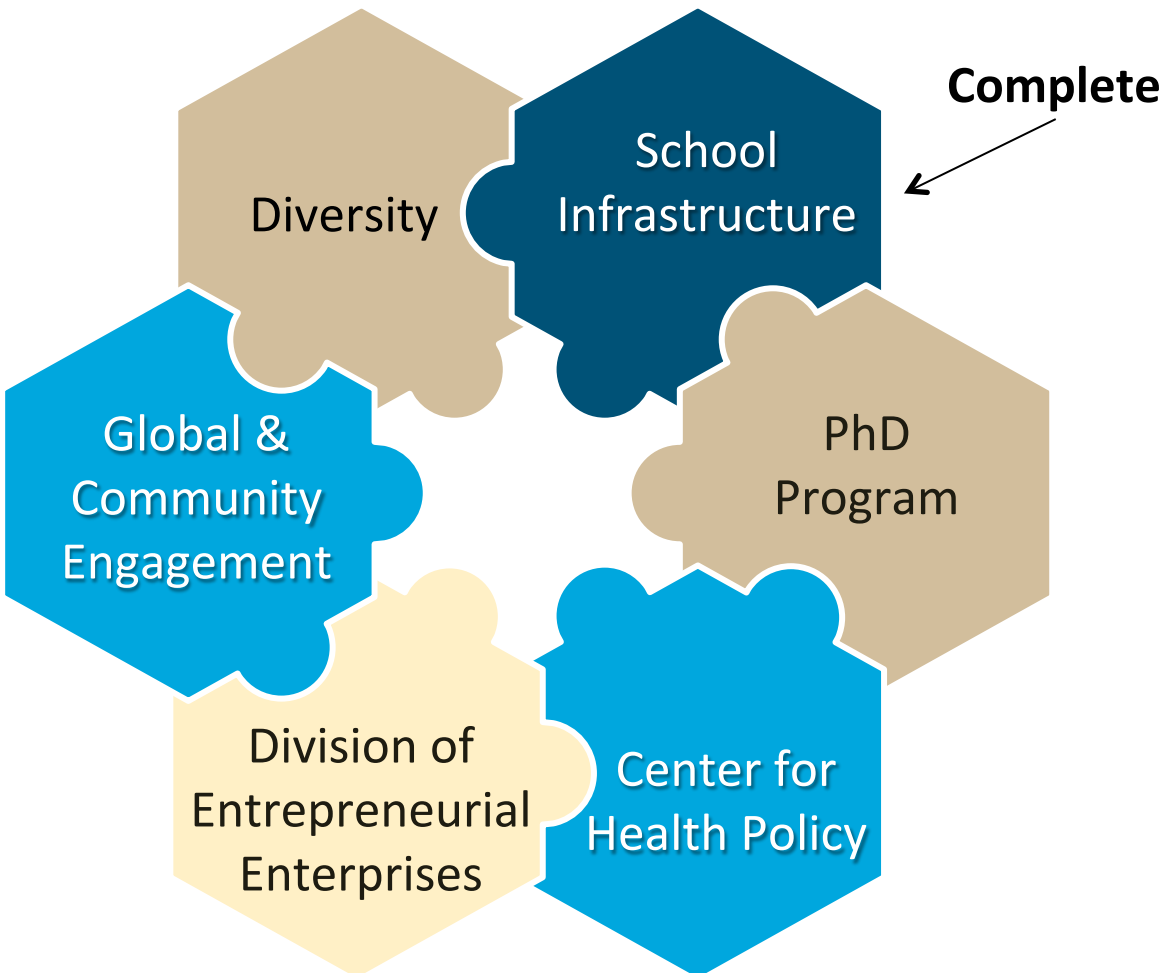
Develop Processes & Practices

Develop Inaugural Strategy

Revenue & Funding Model

Recruit New Dean

AY 2017-2018 Goals



Launch PhD Program

GOAL: CREATE RESEARCH PRESENCE AROUND HEALTH POLICY AND WORKFORCE, QUALITY, AND HEALTH DISPARITIES

Build
Research
Base

Appoint PhD
Program
Committee

Increase
Research
Funding by
10%

Setup Center
for Nursing
Research

Grow
Scholarship
& Research

GOAL: BRAND AND POSITION SCHOOL IN HEALTH POLICY

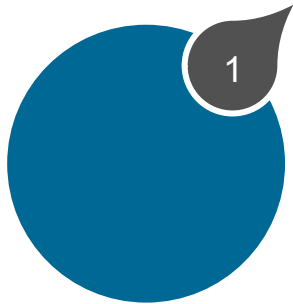
Priority Areas

1. Establish a Center
2. Develop strategic health policy plan
 - Integrate across academic programs
 - Create research agenda and foci
3. Explore opportunities to address health policy needs for nursing faculty and leadership
4. Executive Director Appointed—
Dr. Mary Jean Schumann

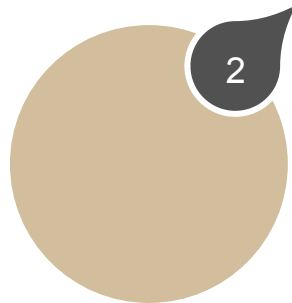


Division of Entrepreneurial Enterprise

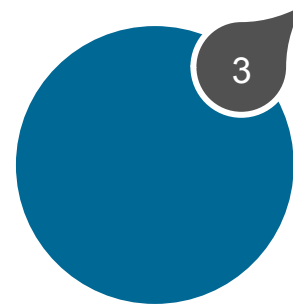
GOAL: ELEVATE LEARNING EXPERIENCE AND DIVERSIFY REVENUE



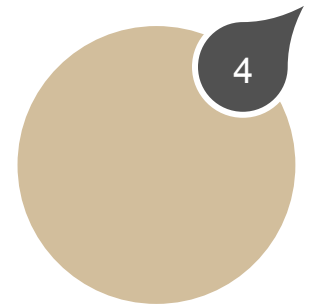
**Create strategic
partnerships**



**Create & license
content**



**Leverage
physical assets**



**Leadership
development**

Division of Entrepreneurial Enterprise

GOAL: ELEVATE LEARNING EXPERIENCE AND DIVERSIFY REVENUE



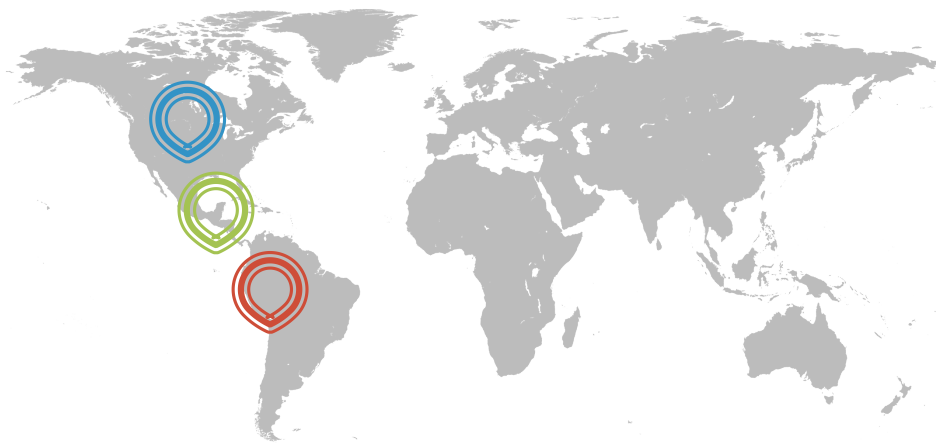
Learning

Development

Revenue

Global and Community Engagement Strategies

GOAL: BUILD INFRASTRUCTURE FOR GLOBAL & COMMUNITY ENGAGEMENT



Priority Areas

1. Obtain World Health Organization (WHO) Collaborating Center designation
2. Recruit targeted international students
3. Create a standardized and structured international clinical placement model for students
4. Conduct professional development programs for international audiences



HAITI



GOAL: CREATE CULTURE OF DIVERSITY, EQUITY AND INCLUSION

Priority Areas

1. Create Diversity Council
2. Implement Strategic Plan focused on diversity
3. Appoint leader to advance these efforts





Questions?



Nursing

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REPORT OF THE EXECUTIVE COMMITTEE
Charles A. Garris, Chair
January 13, 2017

ACTIONS OF THE EXECUTIVE COMMITTEE

1. PRESIDENTIAL SEARCH

- On January 6, 2017, the Executive Committee interviewed Dr. Thomas LeBlanc for approximately 1.5 hours. EC members were provided Dr. LeBlanc’s CV and biographic information. The discussion was quite robust and probing. We then discussed our observations and opinions with Board Chair Carbonell and Search Committee Chair Jacobs.
- On the same day, The Faculty Consultative Committee similarly met with Dr. LeBlanc and similarly discussed their findings and opinions with Mr. Carbonell and Ms. Jacobs.
- Both the Executive Committee and the Faculty Consultative Committees expressed very strong support for the qualifications of Dr. LeBlanc to provide outstanding leadership as our next President. The following were some observations made at the meeting by the Executive Committee:
 - Dr. LeBlanc’s experience as Dean of the Arts and Science and Engineering at the University of Rochester and as Provost University of Miami provide him with excellent experience to lead GW.
 - He is a problem solver who believes in enlisting members of the University community to assist by means of transparency in identifying the problem.
 - Having served as Budget Director and Provost at Miami, he understands budgets very well and values the model where budgetary decisions are informed by academic decisions.
 - We were impressed by his work with President Donna Shalala to make decision-making and administration at Miami student centered.
 - He is collegial and a good communicator and is “anti-cynicism” – tries to move forward with new initiatives even in the face of severe budgetary problems.
 - Excellent experience with medical school issues.
 - Smart – Direct – “WYSIWYG- [pronounced "*wiz-ee-wig*"] What-you-see-is-what-you-get.”
- The Chair of the Executive Committee and the co-Chairs of the Faculty Consultative Committee (Professors Vincent Chiappinelli of School of Medicine and Health Sciences, and Carol Lang (School of Nursing) met later that same day by teleconference with the complete Board of Trustees to discuss our findings and opinions.
- Subsequently, on January 6, the Board of Trustees Unanimously elected Dr. Thomas LeBlanc as our next President.
- Dr. LeBlanc will commence his service on August 1, 2017.
- I have invited him to attend one of our Senate meetings this spring as his schedule allows. He responded that he would very much like to and is eager to meet and work with the Faculty Senate. He will be in contact with me to set up a date in accordance with his visits to GW.

2. REVIEW OF SCHOOL RULES AND REGULATIONS (BY-LAWS)

Schools are proceeding according to plan. No new developments to report.

3. COMPREHENSIVE REVIEW OF DEANS

- The Faculty Code as revised in June 2015 has a new section “C.2(b)(ii) Continuance” under procedures that states “The Provost shall also periodically initiate a comprehensive review of each dean that systematically solicits input from the school’s constituents, including, but not limited, to faculty, senior staff of the school, alumni and students.” Provost Maltzman has set up the “**Faculty Advisory Board for the Provost's Decanal Review Process**” under the Chairmanship of Vice Provost Chris Bracey. Vice Provost Bracey has set up the committee and is currently scheduling its first meeting.

4. FACULTY CODE GLITCH LIST

As we review the school by-laws, deal with tenure and promotion cases including nonconcurrences, dean searches, and the like, deficiencies in the language of the Faculty Code are being revealed and these deficiencies will find their way on our “Glitch List” which will probably be presented to the Faculty Senate in the form of a resolution in the spring after we deal with school bylaws. New glitches (or tweaks) are emerging and being discussed. In collaboration with Provost Maltzman, Parliamentarian Charnovitz, and PEAf, we have been discussing glitches and possible improvements in the Faculty Code. We will present them sometime in the spring.

5. PRINCIPLES OF SUPPORT FOR UNDOCUMENTED STUDENTS

During the course of a very divisive Presidential election campaign, President-elect Trump enunciated an intention to introduce immigration policies which could result in mass deportations of undocumented people in the U. S. and possibly rescind President Obama’s Executive Orders protecting DACA (Deferred Action for Childhood Arrivals) students. At this time, it is very unclear as to whether he will follow through on his campaign pledges. U.S. Senators Lindsey Graham (R-SC) and Dick Durbin (D-IL) today reintroduced bipartisan legislation (known as the BRIDGE Act) to protect DACA students. Reps. Coffman and Gutiérrez introduced a companion bill in House of Representatives. While the bipartisan support for the DACA students is very encouraging, universities throughout the nation are planning for the worst. The following are responses that have occurred at GW:

- President Knapp has joined 180 college and university presidents across the nation to show support for the continuation of the DACA (Deferred Action for Childhood Arrivals) program.
- On December 9, the University released today a statement of how it plans to protect undocumented students, safeguard student records, and provide legal services when appropriate, and efforts to protect the civil rights of GW’s undocumented students. [GW Today, 12/9/2016].
- On December 12, a group of GW faculty delivered a petition with 600 signatures to President Knapp calling for GW to be a “sanctuary campus” whereby GW will actively refuse to comply with immigration authorities regarding deportations or raids and requesting that the administration declare that GWU will serve as a sanctuary for undocumented immigrants and their families.
- The Faculty Senate Executive Committee has reviewed the responses of several top-tier universities and noted that Harvard, UIUC, Princeton, Duke and others have refused to use the designation of “sanctuary campus” because (i) they allege that the term has no basis in law, (ii) may call unwanted attention to undocumented people within their respective universities, and (iii) may give undocumented people a false sense of security.

- The Executive Committee discussed these events with President Knapp and Provost Maltzman and was informed that President Knapp has been in communication with the organizers of the petition and will have further discussions with them in January and explore possible ways in which the university might further support undocumented members of the university community. The Executive Committee will continue to follow events as they unfold.
- The Executive Committee supports the excellent response of the administration on December 9 and hopes that their conversations with the petitioners may reveal further measures that the administration may take to support our valued undocumented members of the university community.

6. ACADEMIC FREEDOM: Possible Statement of Senate suggested by Professor Hugh Agnew

As a result of the presidential election, Professor Agnew suggested that the Senate may wish to consider a statement from the Senate in support of unfettered inquiry within the traditions of academic freedom. In particular, concerns were voiced about “watch lists” for professors who have certain views and the intimidating effect of this. Also, there have been concerns expressed at GW that strong opinions by faculty on certain issues, often related to the presidential political campaign, have created an intimidating environment for students who hold views that are inconsistent with those of their professors. The Executive Committee referred this discussion to the PEAf committee and we discussed it with President Knapp and Provost Maltzman to determine what, beyond the statements in Article II of the *Faculty Code* would be beneficial. With regard to watch lists, there is very little that the university can do except reiterate our commitment to academic freedom as stated in the Faculty Code. Given the strong views of many faculty, which is protected, we suggested that PEAf consider developing a set of guidelines for faculty that might help them avoid creating a politically hostile environment for their students, even when they strongly disagree with the opinions voiced. PEAf has prepared a Draft Resolution with suggested helpful guidance which is circulating in committee and will probably be presented at the next Senate meeting.

7. GW ASSIGNMENT OF CREDIT HOUR POLICY

As you all know, GW is coming up for accreditation by the Middle States Commission on Higher Education. In accordance with the Federal Regulation 34 CFR 602.24(f), part of the accreditation process is for Middle States to review GW’s policies and procedures for determining the credit hours awarded as well as the application of the institutions policies and procedures to its programs and course work. After a considerable amount of effort and looking at various options for meeting this requirement, the administration determined that the least intrusive process for meeting these requirements is the following procedure:

- i. Faculty must include a statement about the expected hours of work on their syllabi beginning in the spring 2017 semester.
- ii. Department chairs and deans are responsible for reviewing syllabi to make sure that the requisite number of hours is being met.
- iii. College curriculum committees and the academic editor will also review the stated hours on the syllabus when approving new courses.

Vice Provost Murphy has discussed this extensively with the Ed.Policy Committee and with the PEAf committee, and the Executive Committee discussed it further with President Knapp and

Provost Maltzman. We all concluded that this process is the least intrusive way of complying with the Federal Regulation and the corresponding accreditation requirements and we recommend that the process be adopted.

It should be noted that there is general agreement that this process is irritating to faculty and is of dubious academic value at GW. However, it apparently was instituted because of abuses by for-profit universities and we are saddled with it. The Executive Committee does not believe that this is much of a burden since it only requires faculty to add a statement at the end of their syllabus, and the Provost's Office has provided samples and extensive guidelines to facilitate the process.

I will share with you that during the PEA meeting, one faculty member noted that in every cloud there is a silver lining – and the comment was made that President Elect Trump's goal of eliminating federal regulations may be joyously accepted in this case.

FACULTY PERSONNEL MATTERS

8. NONCONCURRENCES

No new nonconcurrences.

9. GRIEVANCES

There continue to be two active grievances: The grievance from GSEHD continues under mediation, while the grievance from GWSB has failed mediation and will move on to the formal hearing stage.

The Executive Committee is also following up on two cases where there was concern about the manner in which the administration supported the Hearing Committee in two cases:

1. The first case involved a noncurrence on tenure and promotion. During the Hearing Committee's consideration of the grievance, members of the Hearing Committee were given very limited access to the relevant information in the dossier. The very strong view that such limited access did not provide the Hearing Committee members with a reasonable opportunity to review the evaluations and to consider the analysis and conclusions of those evaluations in comparison with other documents included in the grievant's dossier. This limited access was considered to be a serious procedural shortcoming.
2. The second case involved a tenure revocation. There was concern that the administration failed to follow the procedures required by Part E.7 of the Code Procedures for refusing to implement the Hearing Committee's final decision, and that the administration improperly coerced the faculty member to accept a buyout of his tenured appointment.

ANY OTHER MATTERS

Faculty Lounge Coming to Gelman

We often hear from faculty that they would like to have a faculty lounge: a place to meet and make connections with faculty members from a variety of disciplines. We are excited to announce that Gelman is adding a new faculty lounge in the space currently occupied by the Instructional Technology Lab (ITL). The ITL will continue to provide all of its current services with a smaller footprint. To faculty with a valid GWorld card, the lounge will be available whenever the library is open and will provide coffee.

ANNOUNCEMENTS

- 10. The next meeting of the Executive Committee** is on January 27, 2017. Please submit any reports and drafts of resolutions to the Executive Committee not later than Friday, January 20.
- 11. Executive Committee for 2018 Session:** At its next meeting, the Executive Committee will discuss forming the Nominating Committee for next year's Executive Committee. Since membership on the Executive Committee is term limited to three consecutive years, it turns out that this year we will have a major turnover. Five Senators will step down from the Executive Committee next year including the Chair. All of you may wish to think about appropriate candidates for next year's committee, as well as the Chair. The process is defined in the Faculty Organization Plan and is as follows:
- The Executive Committee forms a "Nominating Committee" with one representative from each school. Members need not be current members of the Senate, but generally have extensive experience with the Executive Committee. This will be done at the January 25 Executive Committee meeting and the slate will be presented at the February 10 Faculty Senate meeting.
 - The "Nominating Committee", approved by the Senate, prepares a slate of candidates for the consideration of the Senate for election to the Executive Committee including a specific nomination for the Chair of the Executive Committee. Additional candidates can be nominated from the floor. This is generally done after the schools conduct their elections for their Senators for the 2018 session, which must be prior to March 15.
 - At the April 7 Faculty Senate meeting, the Faculty Senate first elects the Chair to the Executive Committee. Secondly, the Senate elects the remaining members of the Executive Committee.
 - The new Executive Committee begins its service at the May 12 Faculty Senate meeting.
- 12.** The following are some tentative upcoming agenda items:
- February 10, 2017**
- Report on the Corcoran School for Arts and Design: Director Sanjit Sethi.
 - Annual Report on Research: Vice President for Research Leo Chalupa (rescheduled from January)
 - Diversity & Inclusion Initiatives: Vice Provost for Diversity, Inclusion, and Community Engagement Caroline Laguerre-Brown
- March 3, 2017**
- Core Indicators of Academic Excellence: Provost Maltzman
 - Update on Philanthropy and Development Activities: Vice President Aristede Collins
 - Vision and Activities of the College of Professional Studies: Dean Ali Eskandarian
- April 7, 2017**
- Report on University Debt: Vice President and Treasurer Louis Katz
 - Update on Middle States Accreditation Process: Professor Paul Duff.
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Thank you.