

THE GEORGE WASHINGTON UNIVERSITY
Washington, DC

The Faculty Senate

September 2, 2010

The Faculty Senate will meet on Friday, September 10, 2010, at 2:10 p.m. in the State Room, 1957 E Street NW, seventh floor.

AGENDA

1. Call to order
2. IN MEMORIAM
Barry L. Berman, Professor of Physics
3. Approval of the minutes of the special Senate meeting of May 12, 2010 and the regular meeting of May 14, 2010 as distributed
4. Remarks by Chairman of the GW Board of Trustees W. Russell Ramsey
5. Introduction of Resolutions
6. Response of the Administration to Senate Resolutions for the 2009-10 Session (the Administration's Response and Resolutions are enclosed)
7. Report by the Chair of the Joint Senate Subcommittee of Professional Ethics & Academic Freedom and Fiscal Planning & Budgeting Committees Regarding Noncompliance with the *Faculty Code* by School of Public Health & Health Services: Professor Edward Cherian
8. Report by the Chair of the Special Committee on the Proposed School of Nursing concerning the Report of the Nursing School received August 24, 2010: Professor Edward Cherian
9. Report on summer activity by the Chair of the Special *Ad Hoc* Committee on Financial and Operational Planning for the Science and Engineering Complex: Professor Hermann H. Helgert
10. General Business:
 - a) Report of the Executive Committee: Michael S. Castleberry, Chair
 - b) Annual Reports of Senate Standing Committees (Executive Committee Report to be distributed)
 - c) Chair's Remarks

11. Brief Statements (and Questions)

12. Adjournment

Elizabeth A. Amundson

Elizabeth A. Amundson

Secretary

Enclosure

RESOLUTIONS 2009-10 SESSION

Resolution Number	Date of Meeting	Title of Resolution	Action	Response of Administration
09/1	5-08-09	A Resolution to Amend The George Washington University Equal Employment Opportunity Policy (EEOE) To Include "Gender Identity or Expression"	Adopted as Amended 5-08-09 (transmitted to President's Office with Resolutions for the 2008-09 Session)	Response already received. <i>Agreed – Accepted by the Administration</i>
09/2	5-08-09	A Resolution to Recommend Modification of the Unified Budget Model	Adopted 5-08-09	Administration has taken this Resolution to the Council of Deans for review
09/3	1-15-10	A Resolution to Amend the <i>Faculty Code With Respect to the Participation of Research Faculty in the Governance of the School of Public Health and Health Services</i>	Postponed to the February 19, 2010 Senate meeting	
	2-19-10		Recommitted to Committee	
	3-12-10	A Resolution to Amend the <i>Faculty Code With Respect to the Participation of Research Faculty in Certain Governance Matters in the School of Public Health and Health Services</i>	Adopted as amended 3-12-10	Adopted as amended. See attached Decision Memorandum. Action taken at May 2010 BOT meeting.

DECISION MEMORANDUM – Faculty Senate Resolution 09/3
May 2010

Decision to be Made:

The Faculty Senate has presented the Committee on Academic Affairs with a Resolution to Amend the Faculty Code with respect to the Participation of Research Faculty in Certain Governance Matters in the School of Public Health and Health Services (Faculty Senate Resolution 09/3).

Recommendation of the Academic Affairs Committee:

Approve amending **Article I.B1** and the asterisked footnote on page 18 (see below) of the Faculty Code as recommended by Faculty Senate Resolution 09/3, with the following provisions:

- the Board acknowledges the strong contributions that research staff (as defined in Article I.B.4 of the Faculty Code) have played in the governance of the SPHHS;
- the Board emphasizes that, in matters that are not Code-specified governance matters, research staff in the SPHHS retain the right to participate in the governance of the Medical Center pursuant to the Medical Center Organization Plan;
- research staff may participate in governance activities reserved for regular, active-status faculty without the right to vote;
- the Administration continue to work with the Faculty Senate to explore means by which research staff in all Schools within the University may contribute their expertise to the governance of the University
- research staff in the SPHHS be afforded an opportunity, where appropriate, to join the faculty in tenured or tenured-accruing positions

Special Issues Addressed by the Academic Affairs Committee:

These are addressed above in the Recommendation.

Background:

The Faculty Code contains a footnote on page 18 as follows:

“In the governance of the Medical Center, all faculty eligible for membership in the Medical Center Faculty Assembly shall be eligible to participate whenever the term ‘regular’ faculty appears in this document.” This footnote was intended to permit clinical medical faculty to participate in Code-specific matters in the Medical Center because of their key role in medical education. It was added to the Code in the mid-1970s, before SPHHS was established. In addition, SPHHS faculty composition does not comply with Article I.B.1 of the Code, which stipulates that the proportion of regular, active-status faculty serving in non-tenured positions may not exceed 25 percent. Therefore, the Faculty Senate wishes to amend the Faculty Code as follows: (1)Article I.B.1 (page 1): Amend “The foregoing shall not apply to the Medical Center faculty who are stationed at affiliated institutions...” to read “The foregoing shall not apply to the faculty of the School of Medicine and Health Sciences who are stationed at affiliated institutions...” (2) Footnote, page 18: Amend “In the governance of the Medical Center, all faculty eligible for membership...” to read “In the governance of the School of Medicine and Health Sciences, all faculty of that School who are eligible for membership....”

Fiscal Impact of Proposed Action:

None

DECISION OF THE FULL BOARD OF TRUSTEES:

(Circle One): Approved Disapproved Deferred Withdrawn

(Circle One): With Discussion Without Discussion

Date: 14 May 2010 _____

RESOLUTIONS 2009-10 SESSION

Resolution Number	Date of Meeting	Title of Resolution	Action	Response of Administration
09/4	3-12-10	A Resolution of Appreciation (for Lilien F. Robinson)	Adopted 3-12-10	Total agreement!
09/5	3-12-10	A Resolution on the Proposal for a New School of Nursing	Introduced under Introduction of Resolutions 3-12-10 Adopted, as amended, 3-12-10	Adopted as amended by the Faculty Senate per Resolution 10/1.
10/1	5-12-10	A Resolution Presenting Recommendations on the Proposal for a New School of Nursing	Adopted May 12, 2010 Note: Resolution 10/1, while technically occurring during the 2010-11 Session, was forwarded to the Administration for expedited action with the Resolutions for this Session.	Adopted. See attached Decision Memorandum. Action taken at May 2010 BOT meeting.

A Resolution to Amend The George Washington University Equal Employment Opportunity Policy (EEO) To Include “Gender Identity or Expression” ((09/1)

WHEREAS, the current EEO does not specifically include “gender identity or expression” as a basis for which the University does not unlawfully discriminate; and

WHEREAS, over 260 colleges and universities have included “gender identity or expression” in their non-discrimination policies; and

WHEREAS, the inclusion of “gender identity or expression” would be consistent with provisions in the District of Columbia Human Rights Act that prohibit educational institutions from discriminating against individuals on this basis; and

WHEREAS, the inclusion of “gender identity or expression” assures current and prospective transgender students, faculty and staff that GW is a nurturing and supportive campus community; and

WHEREAS, the GW Student Association has voted unanimously to support the inclusion of such language in the EEO; and

WHEREAS, GW students have expressed their belief that the inclusion of “gender identity or expression” in the EEO would result in an increased sense of safety and security; NOW, THEREFORE

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

That the EEO be amended to read as follows:

“The George Washington University does not unlawfully discriminate against any person ~~on the basis of~~ on any basis prohibited by federal law, the District of Columbia Human Rights Act, or other applicable law, including without limitation, race, color, religion, sex, national origin, age, disability, veteran status, sexual orientation, or gender identity or expression. This policy covers all programs, services, policies and procedures of the University, including admission to educational programs and employment. ~~The University is subject to the District of Columbia Human Rights Act.~~”

BE IT FURTHER RESOLVED THAT THE FACULTY SENATE supports the amending of all University non-discrimination statements, including those in the Guide to Student Rights and Responsibilities and the GW statement on Discrimination and Harassment Prohibited in the Workplace, to include “gender identity or expression.”

Joint Committee of Faculty and Students

April 8, 2009

Adopted as amended, May 8, 2009



THE GEORGE
WASHINGTON
UNIVERSITY

WASHINGTON DC

EXECUTIVE VICE PRESIDENT FOR ACADEMIC AFFAIRS

11 September 2009

TO: Lilien Robinson
Chair, Faculty Senate Executive Committee

FR: Donald R.

Lehm

Executive Vice
Pre


Executive Vice President for Academic Affairs

RE: Faculty Senate Resolution 09/2

The Council of Deans met on 27 August 2009 and considered Faculty Senate Resolution 09/2 (A Resolution to Recommend Modification of the Unified Budget Model). The resolution, which proposes amending the provisions in the "Closing Out the Budget at Year End" sections "to provide for equal division of tuition revenue from undergraduate students based on their declared candidacy for majors offered by the various schools rather than based solely on school of enrollment," was discussed thoroughly at this session. It is the consensus of the deans that, in order to preserve collaborative collegiality among the schools, the deans do not support the proposed amendment to the Unified Budget Model as stated in Resolution 09/2 ..

cc: Council of Deans
Don Boselovic, Senior Advisor, EVP&T
Vanessa Rose, Executive Director, Budget

Attachment

**A RESOLUTION TO RECOMMEND MODIFICATION OF THE UNIFIED
BUDGET MODEL (09/2)**

WHEREAS, the Administration has adopted the “Unified Budget Model” (UBM) and that model is playing a significant role in determining the funding for, and strength of, academic programs in the various Schools of the University;

WHEREAS, the UBM specifically claims that “(o)nly those activities that a school can control are included in determining the budgeted margin” and has interpreted that control to refer to the “continuing undergraduate students enrolled in a school’s on-campus programs during the academic year”, so that, for example, “under the Unified Budget Model, no tuition revenue is allocated to one school for teaching students enrolled in other schools”;

WHEREAS, these two provisions of the UBM are incompatible with an environment where students should not be impeded in seeking inter-school majors and minors which require the resources and attention of at least two schools and which schools could control by denying students access to these interschool majors and minors and course enrollment;

WHEREAS, the current system provides an undesirable financial incentive for departments and faculty to discriminate among students majoring in the same subject based on the school in which they are enrolled;

WHEREAS, the *Faculty Code* Section IX.A. entitles faculty to “an active role ...” including “an opportunity to make recommendations” when budgetary decisions under schemes such as the UBM have substantial implications for the strength and continuation of academic programs, the welfare of students, and the teaching and learning environment; NOW, THEREFORE

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

That the potentially dysfunctional provision of the UBM be eliminated by amending the provisions in the “Closing Out the Budget at Year End” sections (pages 3 and 4) of the current Unified Budget model to provide for equal division of tuition revenue from undergraduate students based on their declared candidacy for majors offered by the various schools rather than based solely on school of enrollment. This recommended change is to take effect in fiscal year 2010.

Committee on Fiscal Planning and Budgeting
April 21, 2009

Adopted May 8, 2009

**A RESOLUTION TO AMEND THE FACULTY CODE WITH
RESPECT TO THE PARTICIPATION OF RESEARCH FACULTY IN
CERTAIN GOVERNANCE MATTERS IN THE SCHOOL OF PUBLIC HEALTH
AND HEALTH SERVICES (09/3)**

WHEREAS, as further explained in the Report of the Committee on Professional Ethics and Academic Freedom attached to this Resolution as Appendix A, since 2002 the Faculty Senate has actively encouraged and supported efforts by the School of Public Health and Health Services (“SPHHS”) to achieve its aspirations for academic excellence and to build a national and international reputation as a preeminent school of public health; and

WHEREAS, the Procedures for the Implementation of the Faculty Code (“Procedures”) provide that the regular, active-status faculty of each school is responsible for the following governance matters within that school: (i) the adoption of written procedures for the governance of the school pursuant to Part A of the Procedures, (ii) the appointment, promotion and tenuring of faculty pursuant to Part B of the Procedures, (iii) the appointment of academic administrative officers pursuant to Part C of the Procedures, and (iv) the development of curriculum and academic programs pursuant to Part D of the Procedures (“Code-specified governance matters”); and

WHEREAS, Article I.B.1 of the Faculty Code specifies: “. . . the proportion of regular, active-status faculty serving in non-tenure accruing appointments shall not exceed 25 percent in any school, nor shall any department have fewer than 50 percent of its regular, active-status faculty appointments either tenured or tenure-accruing;” and

WHEREAS, Article I.B.1 of the Faculty Code applies to the faculty of all schools in the University except for the faculties of the Law School and the College of Professional Studies as well as “Medical Center faculty who are stationed at affiliated institutions”; and

WHEREAS, a footnote on page 18 of the Faculty Code states: “In the governance of the Medical Center, all faculty eligible for membership in the Medical Center Faculty Assembly shall be eligible to participate whenever the term 'regular' faculty appears in this document;” and

WHEREAS, the Medical Center Faculty Organization Plan states that the voting membership of the Medical Center Faculty Assembly includes regular professors, clinical professors, professorial lecturers, adjunct professors, and research professors; and

WHEREAS, the SPHHS has a large number of research faculty who do not hold regular, active-status appointments but who actively participate in Code-specified governance matters in the SPHHS by virtue of the footnote on page 18 of the Faculty Code; and

WHEREAS, the footnote on page 18 of the Faculty Code was originally intended to allow clinical and research medical faculty to participate in Code-specified governance

matters in the Medical Center because of the key roles played by those faculty in medical education with its strong emphasis on practice-based instruction, as contrasted with the primarily academic and scholarly roles that regular, active-status faculty are required to fulfill in other schools in the University; and,

WHEREAS, the footnote on page 18 of the Faculty Code was added in the mid-1970's, long before the SPHHS was established in 1997 as a separate school within the Medical Center; and,

WHEREAS, the composition of the regular, active-status faculty of the SPHHS has not complied with Article I.B.1 since the founding of the SPHHS in 1997, and since 2002 the Faculty Senate and its Committees have made sustained efforts to persuade the SPHHS to come into compliance with Article I.B.1. of the Faculty Code; and

WHEREAS, Article I.B.1. of the Faculty Code plays a vital role in supporting the University's commitments to academic excellence and shared governance because:

- (1) Article I.B.1. ensures that, in the non-excluded entities, most regular, active-status faculty members will have an opportunity to earn tenured status and, accordingly, will have strong incentives to achieve excellence in teaching and scholarship by satisfying peer-reviewed standards of academic rigor, independence and objectivity; and
- (2) Article I.B.1 further ensures that, in the non-excluded entities, (i) faculty members who participate in Code-specified governance matters in the University and its schools and departments will be regular, active-status faculty members who are engaged in all three major areas of faculty responsibility (namely, teaching, productive scholarship, and service) as set forth in Articles IV.A.6.b) and IV.B.1 of the Faculty Code, and (ii) the predominant group of such faculty members will have the opportunity to earn tenured status and thereby obtain appropriate independence in carrying out the shared responsibility of regular, active-status faculty for deciding Code-specified governance matters pursuant to Article IX of the Faculty Code and Parts A through D of the Procedures;

WHEREAS, during the Faculty Senate's efforts to encourage the SPHHS to come into compliance with Article I.B.1. of the Faculty Code, the Senate has become aware of the very significant role played by research faculty in Code-specified governance matters in the SPHHS, by reason of the inclusion of research faculty in the footnote on page 18 of the Faculty Code and their resulting exclusion from the requirements of Article I.B.1.; and

WHEREAS, the Faculty Senate has determined, based on the purposes and objectives of Article I.B.1., that research faculty of the SPHHS should not be granted authority to participate in Code-specified governance matters in the SPHHS; and

WHEREAS, in all matters that are not Code-specified governance matters, this Resolution does not affect the rights of research faculty of SPHHS to participate in the governance of the SPHHS or to participate in the governance of the Medical Center pursuant to the Medical Center Organizational Plan;

**NOW, THEREFORE, BE IT RESOLVED BY THE FACULTY SENATE
OF THE GEORGE WASHINGTON UNIVERSITY**

1. That, in Article I.B.1. of the Faculty Code, the phrase "The foregoing shall not apply to the Medical Center faculty who are stationed at affiliated institutions" shall be amended to read "The foregoing shall not apply to the faculty of the School of Medicine and Health Sciences who are stationed at affiliated institutions."
2. That the asterisked footnote to Part A of The Procedures for the Implementation of the Faculty Code ("Procedures"), on page 18, be amended to read as follows:

In the governance of the School of Medicine and Health Sciences, all faculty of that School who are eligible for membership in the Medical Center Faculty Assembly shall be eligible to participate whenever the term "regular" faculty appears in this document.

3. That, following adoption of the foregoing amendments by the University's Board of Trustees, the Dean of the School of Public Health and Health Services ("SPHHS") shall take appropriate steps, in collaboration with the faculty of the SPHHS, to develop governance procedures for the SPHHS (including appropriate school and departmental bylaws) that shall bring the SPHHS into full compliance with Parts A through D of the Procedures not later than December 31, 2010.
4. That the Dean of the SPHHS shall submit a report to the Faculty Senate Executive Committee not later than January 31, 2011, describing the steps taken by the SPHHS to achieve full compliance with Parts A through D of the Procedures.
5. That the report by the Dean of the SPHHS referred to in Paragraph 4, above, shall also (i) describe the progress made by the SPHHS in moving toward full compliance with Article I.B.1 of the Faculty Code and (ii) provide an estimated date for achieving full compliance with that provision.

Committee on Professional Ethics and Academic Freedom of the Faculty Senate
March 3, 2010

Adopted as amended March 12, 2010

A RESOLUTION OF APPRECIATION (09/4)

WHEREAS, Lilien F. Robinson, Professor of Art History, has earned the highest level of respect, gratitude, appreciation, and admiration from the University community; and

WHEREAS, Professor Robinson has completed 31 years of service on the Faculty Senate and is currently finishing her term as Chair of the Executive Committee of the Faculty Senate; NOW, THEREFORE

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

That the following citation be issued:

In recognition of the extraordinary service and outstanding contributions to The George Washington University provided by Professor Lilien F. Robinson, for which she has received numerous accolades, including the George Washington Award, the Trachtenberg Prize for University Service, and the Columbian College Teaching Excellence Award; and

In recognition of her 45 years of exemplary service to students and colleagues as a member of the full-time faculty of the Department of Fine Arts and Art History, during which time she has achieved the highest standards of excellence in her teaching and scholarship – including her selection as Co-Editor in Chief for *Serbian Studies* (the peer-reviewed journal of the North American Society for Serbian Studies), her publication of more than thirty scholarly works, including journal articles and exhibition catalogues, and her presentation of more than forty conference papers and public lectures; and

In recognition of her 22 years of distinguished service as Chair of the Department of Fine Arts and Art History, during which time she provided exceptional leadership to her Departmental colleagues; and

Especially in recognition of her extraordinary contributions to the entire University faculty through her 31 years of remarkable service as a member of the Faculty Senate – including 17 years as a member of the Executive Committee, 15 years as Chair of the Executive Committee, six years as Chair of the Committee on Appointment, Salary and Promotion Policies, three years as Chair of the Committee on Administrative Matters as They Affect the Faculty, three years as Chair of the Committee on Professional Ethics and Academic Freedom, and one year as Chair of the Committee on Educational Policy – during which time she has compiled an unparalleled record of major accomplishments for the University faculty, due to her outstanding qualities of leadership, integrity, collegiality, diplomacy, fairness, kindness, patience, and unwavering commitment to reasoned discourse and deliberation and the preservation of shared University governance;

THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

HEREBY EXPRESSES ITS DEEPEST APPRECIATION AND PROFOUND GRATITUDE TO

PROFESSOR LILIEN F. ROBINSON

FOR HER DISTINGUISHED SERVICE

Steven Knapp

Steven Knapp

President

/SEAL/

Adopted April 9, 2010

A RESOLUTION ON THE PROPOSAL FOR A NEW SCHOOL OF NURSING (09/5)

WHEREAS, a proposal to establish a new School of Nursing was presented to the Faculty Senate Executive Committee on February 26, 2010.

WHEREAS, Article IX.A of the *Faculty Code* provides that:

“The Faculty Senate or an appropriate committee thereof is entitled to an opportunity to make recommendations on proposals concerning the creation, consolidation, or elimination of schools or other major components of the University.”

WHEREAS, Article IX.B of the *Faculty Code* further provides that:

“The faculty cannot perform an effective and responsible role in University decision making without the cooperation of the administrative officers of the University.

“This cooperation includes the provision of such information as is necessary to the development of sound, well-informed recommendations.

“Faculty bodies charged with responsibilities for particular policy and planning areas are entitled, to the extent feasible, to be informed sufficiently in advance of important decisions within their areas of competence to be able to provide their advice or recommendations to the appropriate University officials.”

WHEREAS, the proposal to establish a new School of Nursing, as presented to the Faculty Senate Executive Committee, does not include sufficient supporting information to enable the Faculty Senate to evaluate the future prospects of the proposed School or to develop sound, well-informed recommendations concerning the potential advantages, disadvantages, benefits and risks of the proposed School.

WHEREAS, the Faculty Senate Special Committee on the Proposed School of Nursing (“Special Committee”) was appointed by the Executive Committee to review the proposal to establish a new School of Nursing and the Special Committee has submitted a report (a copy of which is attached to this Resolution as Appendix A) that describes the Special Committee's evaluation of the proposal and presents the Special Committee's recommendations for further action; **NOW, THEREFORE**

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

1. That, the Faculty Senate has not been provided sufficient information to enable the Senate to fulfill its responsibility under Article IX of the Faculty Code to evaluate the future prospects for the proposed School of Nursing and to develop sound, well-informed recommendations regarding the potential advantages, disadvantages, benefits and risks of the proposed School of Nursing.

2. That, a comprehensive strategic and financial plan for the formation and implementation of the proposed School of Nursing, as described in the report of the Special Committee on the Proposed School of Nursing attached to this Resolution as Appendix A, should be prepared and provided to the Special Committee and the Faculty Senate as soon as is feasible.
3. That, no further action should be taken regarding any approval for the establishment of the proposed School of Nursing at the George Washington University unless a comprehensive strategic and financial plan has been developed and provided to the Special Committee and the Faculty Senate at least ~~60~~ 30 days in advance of any potential action by the Board of Trustees dealing with approval of the proposed School of Nursing, so that the Senate will have a reasonable opportunity to consider the comprehensive plan and provide sound, well-informed recommendations to the Administration and the Board of Trustees before any such action is taken.

Special Committee on the Proposed School of Nursing

Professor Edward J. Cherian, Chair

Professor Brian L. Biles

Professor Gary L. Simon

Professor Arthur E. Wilmarth, Jr.

Adopted, as amended, April 9, 2010

Need for a
Strategic Plan
for the
Formation of a School of Nursing
at the
George Washington University

On February 26, 2010 Jean Johnson, Senior Associate Dean of Health Sciences Programs, presented School Formation Committee Recommendations for the establishment of a School of Nursing to the Executive Committee of the Faculty Senate. To address this matter, the Executive Committee formed a Special Committee on the Proposed School of Nursing consisting of the following members: Brian Biles, Edward Cherian (Chair), Gary Simon and Arthur Wilmarth.

The Special Committee has reviewed the materials provided to the Executive Committee and understands the need for a swift and decisive response to this proposal based on the projected timeline of events planned.

One important issue requiring initial agreement is the location of the proposed school. Based on the DC Zoning Board's student, faculty and total population limitations, the only feasible location for this new school – in its entirety - will be at the GW Virginia Science and Technology Center in Ashburn, Virginia. (The DC maximum FTE BZA order limits GW to 16,553 students, staff and faculty at Foggy Bottom. Last fall we had 16,473.) Quality space is available at the STC which can be customized to meet the School's needs. The proximity to a good hospital (INOVA Fairfax and INOVA Loudoun Hospital, Lansdowne, VA) further enhances the attraction of this location.

In order for the Special Committee and the Faculty Senate to review the proposed school of nursing, a comprehensive strategic plan for the formation and implementation of the school is required. Enclosed is a list of information, description of concepts and plans and other requirements (although perhaps incomplete) which must be contained in such a plan in order for the Faculty Senate to be able to make a credible analysis and recommendation about the formation of the proposed school.

- 1) Overall Vision: What is the overall long-range goal for the school? Plans for the formation of a Board of Advisors; fund raising for an endowment; national recognition; future accreditation plans for the School. How will the School function as an independent unit reporting to the Provost?
- 2) Market Data: Who are the students to be recruited, the competition, and how the school will compare to the competition. Market research on the need for nurses, both nationally and regionally should be conducted if current data are not available.
- 3) Marketing Plan: Describe the degrees and courses both existing currently and planned. What are the students and faculty recruitment plans? What are the projected enrollments for students and faculty lines? How do we attract “the best”?
- 4) Implementation Plan: a) Who will be the senior executives in the operation of this school? What are their qualifications? Who else is needed? Clear description of the position descriptions for each of the different faculty and staff categories. B) APT criteria and process for each faculty category. How will the School satisfy the 75/25% tenure/tenure track requirement? Overall Plan for Faculty Code compliance. Search committee formation criteria and composition for new faculty searches.
- 5) Organization charts indicating current and future appointments. Proposed by-laws for the School and Programs/Departments consistent with the Faculty Code. Description and plans for acquisition for the physical facilities and equipments required.
- 6) Critical Risks and Strengths: What are the risks that may cause this school to be unsuccessful? What is the strategy and plans for success and growth?
- 7) Financial Plan: A pro forma income/expense statement for five years with the first year in considerable detail. What is the source of required funding? Projections of tuition revenue, research support, donations and cash flow needs. Cost of initial formation (start-up expenses) including proposed use of consultants and special

services. Will the School be self-sustaining from the initial year of operation? If not what will be the sources of subsidies? Planned tuition and other charges, and availability of scholarships/discount rate.

- 8) Detailed plan for the separation of the Nursing Department from the Health Sciences Programs and other Medical Center ties: Equitable division of research contracts, assets, faculty and staff. What will be the remaining relationships with the Health Sciences Programs and School of Medicine after formation of the new School of Nursing?

**A RESOLUTION PRESENTING RECOMMENDATIONS ON THE PROPOSAL FOR
A NEW SCHOOL OF NURSING (10/1)**

WHEREAS, a proposal to establish a new School of Nursing was presented to the Faculty Senate on April 13, 2010, and was amended on April 16, 2010;

WHEREAS, Article IX.A of the *Faculty Code* provides that:

“The Faculty Senate or an appropriate committee thereof is entitled to an opportunity to make recommendations on proposals concerning the creation, consolidation, or elimination of schools or other major components of the University.”

WHEREAS, the Faculty Senate Executive Committee appointed the Faculty Senate Special Committee on the Proposed School of Nursing (the “Special Committee”) to review and evaluate the proposal to establish a new School of Nursing;

WHEREAS, the Special Committee prepared a report dated May 3, 2010 (the “Special Committee Report”), a copy of which is attached to this Resolution as Appendix A, which described the Special Committee's evaluation of the proposal and presented the Special Committee's recommendations for further action;

WHEREAS, for the reasons explained in the Special Committee Report, the Special Committee concluded that the proposal presented a persuasive case for the concept of a School of Nursing but did not sufficiently address a number of significant concerns set forth in the Special Committee Report;

WHEREAS, on May 10, 2010, the leadership of the proposed School of Nursing met with the Special Committee and provided additional information in an effort to address the concerns expressed in the Special Committee Report; **NOW, THEREFORE**

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

1. That the Faculty Senate supports the establishment of a School of Nursing, conditional upon the following understandings:
 - (a) At least three tenured faculty members who are not academic administrative officials shall be appointed to the faculty of the School of Nursing by August 31, 2011;
 - (b) At least 75% of the regular, active-status faculty of the School of Nursing shall hold tenured or tenure-accruing appointments by August 31, 2014; and
 - (c) By August 31, 2010, the Dean of the School of Nursing shall submit a supplemental memorandum to the Faculty Senate Special Committee on the Proposed School of Nursing, and that memorandum shall address in

sufficient detail the remaining concerns specified in the Special Committee Report dated May 3, 2010; attached to this Resolution as Appendix A.

2. That the Faculty Senate's support for the School of Nursing expressed in this Resolution is contingent upon final approval of the amendment to the asterisked footnote on page 18 of the Faculty Code proposed in Resolution 09/3, adopted by the Faculty Senate on March 12, 2010, so that said footnote will not apply to the School of Nursing.

Special Committee on the Proposed School of Nursing

Professor Edward J. Cherian, Chair
Professor Brian L. Biles
Professor Gary L. Simon
Professor Arthur E. Wilmarth, Jr.
Professor Philip W. Wirtz

May 10, 2010

Adopted May 12, 2010

APPENDIX A

The George Washington University Faculty Senate

Report of the Special Senate Committee Regarding the Proposed School of Nursing

May 3, 2010

To: Michael S. Castleberry, Chair
Faculty Senate Executive Committee

Re: Review of the Proposal for a School of Nursing

The April 13, 2010 proposal for a School of Nursing (as amended by 3 pages and supplemental information received on April 16, 2010) has been reviewed on an expedited basis by the members of the Special Committee, working both independently and in two meetings during the past 14 business days.

The proposal contains a great deal of information which responds to that requested in Appendix A of the Senate Resolution of April 9 concerning the proposed School of Nursing. The proposal presents a persuasive case for the concept of a School of Nursing. However the Special Committee has identified several major concerns that have not been sufficiently addressed in order to ensure the successful formation and operation of an independent School of Nursing outside the School of Medicine and Health Sciences.

- 1) The proposed School of Nursing should have a core of tenured faculty (in addition to the Dean and Senior Associate Dean) in order to have the requisite academic stature to be able to attract additional highly qualified faculty, to perform faculty appointment, promotion and tenure (APT) functions and decisions, and to establish Faculty Senate representation.
- 2) The School of Nursing should be in full compliance with the University's Faculty Code including compliance with the following requirements:
 - at least 75% of the School's regular active-status faculty must be tenured or tenure-track faculty;
 - APT committee composition, independence and process;
 - search committee composition and process for searches for faculty and academic administrators;
 - curriculum development process.
- 3) The standards for student admissions to the various degree programs should be consistent with other GW established programs, and clearly specified.
- 4) The proposed School's stated goal of achieving top 25 academic status (US News and World Report) should be fully described and the academic rigor and standards in

APPENDIX A

admission, instruction and degree qualifications for students should be specified. In addition aspiration schools and competitive schools should be identified.

- 5) The School should be a financially self-sustaining unit, including costs of admissions, fiscal management, instructional design, student services, learning systems & support, and career development and placement. The School should be able to fully cover its direct costs and also to make substantial indirect cost contributions toward the University's overhead. Funding sources to accomplish this requirement of financial independence should be fully identified including; endowment, tuition, University contributions, donor contributions and other sources. Proposed scholarships and tuition discount rates should be specified and data (including market studies) to support projected enrollments should be provided.
- 6) The proposed School plans to occupy space at the Virginia Science and Technology Campus (STC) for some 55% of their space needs and the Foggy Bottom campus for 45% of their space needs. Enrollment, faculty and staff head count growth proposed for the School at the Foggy Bottom campus would place added strain on the University's ability to comply with the DC BZA order limits, and should be justified as being consistent with the University's overall campus development plan. Development and future growth of the proposed School should be primarily directed at the Virginia STC.
- 7) A senior Board of Advisors, totally independent of business connections with the leadership of the Department of Nursing and the Medical Center, is a necessary asset for successful School formation.
- 8) Letters of intent from INOVA Fairfax Hospital System and from other partner hospitals indicating their intent to participate with the School for student rotations and clinical experiences are needed in order to demonstrate the viability of the proposed School's instructional and business plans.
- 9) The proposal for the School of Nursing identifies a potential governance conflict in the duality of the Medical Center Faculty Senate and the University Faculty Senate. It is essential that this conflict be resolved and the proposed School of Nursing should affirm that it participates in shared governance of the University through the University Faculty Senate.

The formation of an independent School of Nursing operating outside the School of Medicine and Health Sciences should be predicated and conditioned upon achievement of the following benchmarks related to the above concerns:

- 1) A minimum of three tenured professors (exclusive of the Dean and Senior Associate Dean) should be part of the regular active status faculty of the School.

APPENDIX A

- 2) The School's faculty composition, APT criteria and process, search committee composition and process for academic administrators, and curriculum development process should be in full compliance with the University Faculty Code.
- 3) Detailed descriptions of student admissions standards should be available for review.
- 4) A detailed plan, including timeline, for achieving the School's stated goal of top 25 academic status (US News & World Report), describing aspiration and competitive schools, should be available for review.
- 5) The School should demonstrate its financial independence (including its ability to cover all direct costs of essential School functions and to make substantial indirect cost contributions toward the University overhead) based on sources of revenue and funding details in its financial and operational plans; if the School cannot yet achieve full financial independence, its financial and operating plans should describe in detail the amounts, sources and duration of needed University subsidies until full financial independence is achieved and a credible timeline for achieving such independence.
- 6) The essential primary functions of the school including faculty, staff and students should be established at the Virginia STC and any proposal to locate School programs at the Foggy Bottom campus must demonstrate compliance with the University's campus plan and DC BZA limits on faculty, student and staff headcounts.
- 7) Activation of a fully independent Board of Advisors.
- 8) Receipt of letter(s) of intent from INOVA Fairfax Hospital System and other partner hospitals, indicating their commitment to participate with the School for student rotations and clinical experiences.
- 9) Resolution of the potential conflict in governance by affirming that the School participates in shared governance through the University Faculty Senate.

Until all of the foregoing benchmarks are satisfied as determined by a subsequent review by the Faculty Senate, the Special Committee recommends that the proposed School of Nursing should operate as a school within the School of Medicine and Health Sciences.

Edward J. Cherian, Chair

Committee Members:

Brian Biles,
Gary Simon
Arthur Wilmarth
Philip Wirtz