

**THE GEORGE WASHINGTON UNIVERSITY  
Washington, D.C.**

**MINUTES OF THE REGULAR MEETING  
OF THE FACULTY SENATE HELD ON  
NOVEMBER 11, 2011 IN THE STATE ROOM**

**Present:** President Knapp, Provost Lerman, Parliamentarian Charnovitz and Registrar Amundson; Deans Barratt, Feuer, and Goldman; Professors Barnhill, Brand-Ballard, Casey, Castleberry, Cordes, Dickson, Fairfax, Galston, Garris, Greenberg, Harrington, Helgert, Klaren, Ku, Lipscomb, McAleavey, Newcomer, Rehman, Simon, Williams, and Wirtz

**Absent:** Interim Dean Akman, Deans Berman, Brown, Burke, Dolling, Guthrie, and Johnson; Professors Kessmann, Ku, Parsons, Price, Shesser, Wilmarth, and Yezer

**CALL TO ORDER**

The meeting was called to order by President Knapp at 2:15 p.m

**APPROVAL OF THE MINUTES**

The minutes of the meeting held on October 14, 2011 were approved as distributed.

**INTRODUCTION OF RESOLUTIONS**

No resolutions were introduced.

**UPDATE ON THE DEVELOPMENT OF THE UNIVERSITY'S STRATEGIC PLAN**

Provost Lerman briefly reviewed the process that will be followed in developing a new Strategic Plan for the University. The Board of Trustees and the President requested that the Provost's Office take charge of formulating a plan to replace the ten-year old Strategic Plan for Academic Excellence. The process is expected to take about twelve months from beginning to end. While the new plan will be in place for the next ten years, Provost Lerman said he expected to see the first significant outcomes within a three to five year period.

The purpose of the plan is to enable the University to make the best strategic use of its resources, present and future. The plan will be developed by following a ten-step process. An Executive Steering Committee to guide the process has been appointed and has now met twice. In addition to Provost Lerman, the following individuals are serving on the Steering Committee:

**Cheryl Beil, Associate Provost for Academic Planning and Assessment**  
**Doug Guthrie, Dean, GW School of Business**  
**Forrest Maltzman, Senior Vice Provost, Academic Affairs and Planning**  
**Scheherazade Rehman, Professor of International Business and International Affairs**  
**Terri Harris Reed, Vice Provost for Diversity and Inclusion**  
**Brian Richmond, Chair of the Department of Anthropology and Associate Professor of Anthropology**  
**Sara Rosenbaum, Chair of the Department of Health Policy and Professor of Health Policy and of Health Service Management**

The first task of the Steering Committee will be envisioning the strategic climate GW will face over the next ten years. This will include considering what the future is likely to hold for universities in general, the U.S. and international education market, and GW in particular. The plan needs to take into account likely developments in societal trends, including the economic climate, demographic shifts, as well as the trend toward globalization. Also to be considered are GW's areas of existing strengths, and the role of technology in education delivery and the prospective demand for higher education among students of traditional age and adult learners.

Provost Lerman said he did not expect that the plan will be a blueprint for everything the University will do over the next ten years. The plan will lay out a small number of important themes around which the University community could coalesce. Not only could investments be made strategically from the center of the University in these major thematic areas, but schools and departments could also find ways to align their academic programs and hiring decisions with key elements of the plan.

As one example of a possible theme, Provost Lerman mentioned globalization and internationalization. The world in which we live is more international than the one in which our parents lived, and the world in which our students will live is far more likely to be internationalized than the one we live in now. If a theme such as this were selected as a focus of the plan, it could affect the curriculum, for example, the languages taught at the University. It could also affect the type of research undertaken, as well as professional training programs, for instance in law and medicine. A key element of the plan is building upon areas of strength by directing existing resources to them in order to bring them to the next level. GW's fundraising priorities will also certainly be aligned with key aspects of the plan.

Provost Lerman said he thought that to be useful, plans have to reflect real choices. Between three to six areas will likely be chosen as key planning areas. In order to gather feedback from members of the University community, the Provost's Office has started a series of dinner meetings with faculty members where ideas about the Strategic Plan will be discussed. One such gathering has taken place, and another is planned. The Steering Committee is also organizing luncheon meetings, where faculty, staff and students can come together to provide input for the plan. The Executive Committee of the Board of Trustees has been briefed on the process, and this will continue. As the Board has ultimate responsibility for the University, it is important for the plan to be something they will buy into and support.

In addition to these sources of input, two types of online forums will be utilized to gather feedback. The first is a traditional website that will provide information and periodic updates, as well as providing a feedback mechanism to the process; this is under design now. A second effort organized by Dean Guthrie of the Business School will utilize Facebook. The thought is that many GW students and young alumni will find this a more natural feedback mechanism than the traditional website. Both of these will be utilized to provide outreach to the University community, and gather broad input from as many participants as possible.

Discussion followed. Professor Barnhill said he continued to be very impressed with the discussion and the vision of what is happening in the world. He complimented the Provost again on this effort and the topics that are being addressed and discussed, and said he agreed very much with the way in which they were described.

Professor Barnhill said he thought it will be really important when planning these types of activities to have economic, financial and contingency analyses that will provide some idea not only of the investments that are being contemplated but the returns that may come back to the University. In addition the mechanisms that would be used to finance these activities need to be identified so that the potential risks and returns associated with various strategies will be clear. Careful thought needs to be given to diversification of the University's activities and how highly correlated the performance of these different areas of investment are to one another. If a set of strategic portfolio investment choices – strategic choices are adopted and all do poorly simultaneously, then the portfolio of investment activity the University is engaged in will prove to be insufficiently diversified.

Professor Barnhill added that he thought that a really important area in a global context that will drive income and employment levels is technology. This has been discussed at some length already, but Professor Barnhill said he personally believes there is some benefit in looking at the role of entrepreneurship in the context of globalization and public policy, particularly in how features of the global economy are integrated to push forward the economic wellbeing of the world.

Professor Wirtz said he thought that plan needs to consider undergraduate and graduate education separately, as these two modalities involve different competencies. And secondly, there is the question of what the primary role of post-secondary education should be, i.e., whether it is to prepare students for employment, or to develop thought leaders. The answer to this question would determine a very different set of emphases.

Provost Lerman agreed that thinking about the right portfolio for GW needs to take into consideration that our students are not a homogeneous group. Aside from the distinction between graduate and undergraduate education, there are important distinctions between graduate programs, whether they be professional or lifelong-learning oriented.

Professor Greenberg asked if at any point there will be an opportunity to identify who the primary consumers of the University's offerings will be, and if so, how these groups will be involved in thinking through what the University's future directions might be. Provost Lerman indicated that every effort would be made to do this.

Professor Simon said he thought one very real issue is the sustainability of the higher education process over the long run. It is important to recognize that students are affected by the market, but the market will impact the University. As an example, Professor Simon said he had come across information about specialties selected by members of his Medical School graduating class. About one-half to two-thirds of his fellow graduates selected internal medicine, pediatrics, or family medicine. Today, the numbers of students selecting these fields is about one seventh of his own class. As anyone knows who has tried to find an internist in downtown Washington willing to accept insurance, the market for internists is not as lucrative as the market for orthopedic surgeons or anesthesiologists. With high tuition at medical schools, most students graduate with considerable debt, and this has had a significant impact in the field of medicine.

In determining the direction the University will select in terms of its strategic plan, GW has to consider not only its strengths, but the external market. GW may be the best institution in the world in terms of philosophy, but the market for philosophers is not large enough to support many people. In order to sustain the University system, as well as GW, these factors have to be considered.

Professor Casey said she thought that engaging alumni in the formulation of the plan is critical. The Graduate School of Education and Human Development has an extremely dedicated group of alumni in many professions and industries. Engaging these alumni in a focused, direct manner is likely to be quite helpful in developing the plan.

Another key area of focus is leadership. This is a thread that is part of GW's history, and the development of thought leaders is definitely part of the future. Leading change across environments, whether in theory or practice is definitely something the University can incorporate in the plan and build upon. Provost Lerman said that he thought one thematic area that could be explored in formulating the plan would be the role the University might play in identifying skill sets and research necessary to build new structures to replace systems showing signs of failure – from education to governance.

Discussion followed. Senior Vice Provost Maltzman said that part of the Executive Steering Committee's conversation is trying to identify what is special about the University. One possibility is that GW could be identified as the nation's think tank, the place that solves problems and addresses issues with a unique focus on policy and its location in the nation's capital. Provost Lerman said he thought if this is identified as a theme, it needs to be determined how this will affect the educational programs, research programs, GW's outreach and internal practices. The impact of a theme on these four areas is one possible organizing structure for thinking about the plan.

Professor Rehman pointed out that many systems, such as health care, education, and economic systems are global common systems. There are other systems that run horizontally through global societies, such as ethics and social responsibility. These systems are simply not delivering at present, either for the market, or for the people.

Professor Castleberry said he had spent the past year serving on the International Programs Committee. One of the things the group learned in talking with people

throughout the University about international program goals and objectives was the need to help people thinking about new program ideas to gather the background and the data required to support new initiatives. Professor Castleberry inquired about the manner in which the conceptualization of the plan would be supported, and what resources would support this process.

Provost Lerman expressed confidence in the ability of the Executive Steering Committee and Institutional Research Office to provide necessary support for the plan formulation process. In each thematic area that is selected for implementation, it will be necessary to look at resources, generated internally and externally, that can be generated to support new programs. Increased research and philanthropy will be necessary.

Professor Castleberry said that he did not expect that there would be any additional significant amount of money in the Operating Budget to support schools undertaking new initiatives in the first few years after the plan is developed. He asked what kind of institutional support would be provided to implement the plan, so that new projects do not require the displacement of existing viable programs.

President Knapp commented that the University is accelerating its effort to bring in resources from outside the University. As the Senate is aware, GW is getting ready to launch a major Capital Campaign, which is now in the exploratory phase. The University has invested significantly in the infrastructure that will support that fundraising effort, including extensive outreach to alumni which is now much broader and deeper than was formerly the case. Another means of generating additional resources is the work of the Innovation Task Force which is tasked with the mission of identifying new revenue sources and internal savings that can be invested in academic programs. The target over five years since its inception is to generate \$60 million in recurring funds every year, which is equivalent to the total that GW obtains from its endowment each year.

Finally, there is the role of tuition in generating revenue for the University. The University's tuition has been a modest source, over the past four years increasing at or close to the rate of inflation. This increase applies only to the first year's tuition, which remains the same because of GW's fixed tuition structure. However, the tuition base continues to grow as the University is able to increase its enrollments at the Virginia Science and Technology campus as it cannot at its Foggy Bottom and Mount Vernon campuses because of the enrollment caps in place.

Professor Dickson said he thought it important to think about what the University should do in the years ahead, but it is also necessary to think about how it currently carries out its core mission of education. Technological change has challenged many sectors, including traditional broadcast and print media, some to the point where they have been forced out of business. The traditional model where faculty interact with groups of students by lecturing or leading a discussion may not be what the market or the students need. The question is how the University can best to position itself so that its education mission can continue as both students and technology are changing dramatically.

Provost Lerman responded by saying he considered this issue as part of the strategic visioning portion of developing the plan. It is worth pondering whether the economic and economic model GW and other selective private Universities now have is one that the world is going to want ten to thirty years from now. For the life of this Strategic Plan, GW needs to affirm that it is building a plan around a model that it believes will be successful over the next ten years.

President Knapp thanked Senate members for their input, saying he had heard a number of very thoughtful comments that would have an important influence as the Provost and the Executive Steering Committee go forward and design the planning process.

## GENERAL BUSINESS

### I. NOMINATIONS FOR ELECTION TO FACULTY SENATE STANDING COMMITTEES

Professor Castleberry moved the nomination of Professor Jeffrey Brand-Ballard as Chair of the Admissions, Student Financial Aid, and Enrollment Management Committee. The nomination was approved.

### II. REPORT OF THE EXECUTIVE COMMITTEE

Professor Castleberry presented the Report of the Executive Committee, which is included with these minutes.

### III. PROVOST'S REMARKS

Provost Lerman had no further remarks

### IV. CHAIR'S REMARKS

President Knapp noted that it was Veteran's Day, and is the only time in the lifetime of those present that the calendar would read 11-11-11. A celebration was held in Kogan Plaza this morning and a number of veterans were present. Representatives from an organization called VietNOW presented to GW's current veteran students a very large banner listing the names of service members who have been lost in conflicts in Iraq and Afghanistan.

President Knapp observed that there are presently 700 veterans or members of veteran's families supported by the Yellow Ribbon program. This is a program where eligibility is determined by service overseas, and one to which GW and Veteran's Affairs contribute 50-50 to cover the tuition of these students. GW has a long tradition of association with veterans, going all the way back to the nation's first President, George Washington. The very first veteran to be supported by the GI bill in 1944 was a man named Dan Balfour who chose to enroll at GW. Many of the University's prominent alumni are also veterans.

President Knapp announced that this evening would be the official opening of the GW men's basketball season, and he encouraged everyone to attend the home game against the University of Maryland Eastern Shore. This will mark the first game of the new coaching staff, so there is great interest in the contest. President Knapp said that, during the recruitment process for GW's new Athletic Director, he was struck by Patrick Nero's commitment both to the academic and athletic success of GW's student athletes. Mr. Nero was selected as GW's new Director, and has quite a proven track record in that regard both in his own coaching background and as a former commissioner of the American East Conference. Mr. Nero was also able to recruit the new basketball coach, Mike Lonergan, who is remarkable not only for having a winning record in every place he's coached, but also a one hundred percent graduation rate for his basketball players. President Knapp said he thought that the combination of interest both in athletics and the academic success of student athletics is exactly the right stance that an institution such as GW should take when it is engaged in intercollegiate athletics.

Lastly, President Knapp noted that universities are always complex places, and there are always surprises in any given week. This week, GW was presented with a particularly embarrassing surprise when it was discovered that one of the instructors in a Health Sciences program of the School of Medicine and Health Sciences (SMHS) had not taught two one-credit online courses that she was assigned to teach. Students enrolled in those classes were nevertheless given A grades. The instructor for those courses is no longer at GW.

The University is conducting an intensive review of this situation. SMHS Interim Dean Akman will be appointing a Committee composed of faculty from outside GW to examine and report on how this happened, and how it came to be that it took more than a year for this to come to the attention of the University. [The University learned of this as a result of letters sent to the Provost's Office.] The goal, of course, is to make sure this does not happen again.

President Knapp concluded by saying a line frequently used by Homeland Security, that is, "if you see something, say something." The University has a number of mechanisms through which people who have a concern are encouraged to bring this information to the attention of University officials. However unpleasant such news is to receive, the University cannot respond appropriately without it. GW is committed to ensure the integrity of its academic programs, just as it is to ensuring the safety and security of all the members of the campus community.

#### BRIEF STATEMENTS (AND QUESTIONS)

Professor Galston asked if the Deans' Council has been apprised of the need to get all of the schools involved in the development of the Strategic Plan. She noted that Dean Berman of the Law School authors a blog, and this might be a way to generate interest in and comment on the plan among faculty members. Provost Lerman said that he has already held one retreat meeting with the Deans about strategic planning, and a second one is scheduled for next week. Both of these are half-day retreats. Provost Lerman said he thought it was a great idea for the Deans to generate mechanisms to communicate outward,

particularly because they are connected to their alumni and faculty in ways the Provost's Office is not.

Professor McAleavey asked how those with ideas about the plan should communicate before the website is online. Provost Lerman said that individuals should write to him and that he would bring the information to the attention of the Executive Steering Committee.

Professor Castleberry asked about the University's review of athletics programs in the spring, and if a preliminary report would be made available. President Knapp noted that some of the recommendations of the task force have already been put into effect, and a report will be made in February to the GW Board of Trustees.

### ADJOURNMENT

There being no further business before the Senate, the meeting was adjourned at 3:15 p.m.

*Elizabeth A. Amundson*

Elizabeth A. Amundson  
Secretary



REPORT OF THE EXECUTIVE COMMITTEE  
11 November 2011  
Michael S. Castleberry, Chair

ACTIONS OF THE EXECUTIVE COMMITTEE

Reports

As mentioned in the October comments, the Executive Committee continued the discussion on Faculty Senate representation at the November meeting. The Committee has sent to the Chair of PEAFF a charge to a) look at issues related to Senate membership; b) look at issues related to faculty representation as it relates to contract and other non-tenure line roles within the University; and c) issues related to the discrepancy between the by-laws of the College of Professional Studies and the *Faculty Code* on the process by which deans are selected. This inconsistency only came to light during the in-house search for the new CPS dean. Since all school and department governance has to be consistent with the *Faculty Code*, we are asking members of the Senate to review their school governance documents to ensure that all information related to searches for deans and chairs is consistent with *Code* requirements. The Executive Committee has also requested that PEAFF expand membership of the committee, or establish a subcommittee, or some other approach that affords full representation of the schools and the differing views that have already been presented and others which are certain to be presented. They will report to the Executive Committee and to the Senate at the conclusion of their work.

We are requesting that Executive Vice-President Katz make a presentation at the December meeting of the Faculty Senate on initiatives related to debt-restructuring and financial planning as it relates to the construction of the Science and Engineering Hall (SEH), the new SPHHS building, and the proposed Textile museum.

We have re-scheduled Development Vice-President Morsberger for the January meeting where he will present development information and the progress toward meeting the gift totals for the SEH and other projects.

We continue to discuss with the administration the establishment of the Committee on University Libraries, the status of the revised Patent Policy, and the revision of the *Faculty Handbook* which is now under the auspices of Vice Provost Martin. We will keep you informed as to progress on these matters.

PERSONNEL MATTERS

Nonconcurrences

There are no grievances or nonconcurrences to report at this time.

Next Meeting of the Executive Committee

The next meeting of the Executive Committee is scheduled for 18 November 2011.

**Please submit resolutions, reports and any other matters for consideration prior to that meeting. The next meeting of the Faculty Senate will be on 9 December 2011.**

**The Chair wishes the members of the Senate a relaxed and enjoyable Thanksgiving holiday.**