

THE GEORGE WASHINGTON UNIVERSITY  
Washington, D.C.

MINUTES OF THE REGULAR FACULTY SENATE  
MEETING HELD ON MAY 6, 2011  
IN THE STATE ROOM

- Present:** President Knapp, Provost Lerman, Registrar Amundson, and Parliamentarian Charnovitz; Deans Barratt, Burke, Dolling, and Goldman; Professors Barnhill, Brand-Ballard, Castleberry, Cordes, Corry, Dickson, Fairfax, Galston, Greenberg, Harrington, Helgert, Kessmann, Klaren, Lipscomb, McAleavey, Newcomer, Parsons, Price, Rehman, Shesser, Simon, Wilmarth, Wirtz and Yezer
- Absent:** Deans Brown, Feuer, Guthrie; Interim Deans Akman and Maggs; Professors Garris, Hotez, Ku, and Williams

CALL TO ORDER

President Knapp called the meeting to order at 2:15 p.m..

APPROVAL OF THE MINUTES

The minutes of the regular meeting held on April 8, 2011 were approved as distributed.

INTRODUCTION OF NEWLY-ELECTED AND RE-ELECTED SENATE MEMBERS

President Knapp introduced newly-elected and re-elected Senate members. Newly-elected members present at the meeting were Professors Brand-Ballard, Fairfax, Greenberg, Newcomer, and Price. Professor Williams was absent. Re-elected members present were Professors Barnhill, Castleberry, Dickson, Parsons, Rehman, and Simon. Professor Garris was absent. Professor Charnovitz was re-appointed as Parliamentarian for the 2011-12 Session.

INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

UPDATE ON THE SCIENCE AND ENGINEERING COMPLEX

Professor Hermann Helgert, Co-Chair of the Faculty Senate Special Science and Engineering (SEC) Space Committee, presented the Update, which is included with these minutes. Also included is the Final Report of the SEC Space Committee.

Professor Helgert gave a short history of Senate involvement in planning for the SEC, which began three years ago with the establishment of a Special Senate Committee on

Financial and Operational Planning for the SEC. A number of reports have been made to the Senate since 2008 on various aspects of the SEC planning process, including the numerous options under consideration for the design, architecture and layout of the building, as well as the funding plan. As part of the Special Committee's interface with the Administration, issues such as occupancy of the building and the parking transition that would be necessary if the University Parking Garage were demolished to provide the site for the SEC, were also considered.

This year, the original Senate Committee's mandate changed somewhat, and while much of the membership remained the same, the focus of the new SEC Space Committee focus shifted somewhat. Professor Helgert served as Co-Chair of the group, and Professor Linda Gallo served as the other Co-Chair. While interactions with other campus groups with whom relationships had been established continued, the Space Committee examined closely such issues as construction and operating costs, models of financing, and interactions with the Development Office. The allocation of space within the SEC was also within the scope of the Space Committee's work, as was providing for contingencies for faculty occupying research space in the SEC (when, for example, research space in the SEC expired, was delayed, or temporarily interrupted). Cross-program and inter-school collaboration and cooperation on sponsored research projects, and planning for the disposition of existing science and engineering space on campus when the SEC is completed were also issues before the Space Committee. The membership of the Space Committee for the 2010-11 academic year is listed on page 3 of the Update.

Two other Committees on campus are very involved in planning for the SEC. There is a subcommittee of the Board of Trustees chaired by Vice Chair Nelson Carbonell. The Committee has a very broad membership from the campus community as well as members of the School of Engineering's National Advisory Council and that of Columbian College of Arts and Sciences. The President and CEO of Tufts Medical Center is also a member. The complete membership of this group is listed on pages 7-10 of the Update.

Much of the day-to-day detail work on the SEC is done by the SEC Operating Committee, which meets every other week and as the need arises. There are also representatives from the University Administration, the faculty, and the Faculty Senate on this group. Membership details are provided on page 11 of the Update.

Professor Helgert reviewed some of the SEC building parameters, which by now are familiar to many Senate members. The SEC will be sited on a 56,000 square foot lot on Square 55, the site of the current University Parking Garage, which will be demolished so construction can proceed. The SEC will cover 90% of the lot, with 8 floors above grade, and 6 below, including 4 for parking. It will provide 300,900 square feet of net assignable space for research, teaching, administrative and support offices, and a commons. The building will have a height of 110 feet along Eye Street, 90 feet along H Street, and a depth of 40 feet. Details concerning the uses of the SEC space are provided on pages 13-14 of the Update.

The occupancy of the SEC is firm at this point. Five departments of the Engineering School – Electrical and Computer Engineering, Computer Science, Mechanical and Aerospace Engineering, Civil and Environmental Engineering, and Engineering

Management and Systems Engineering, will occupy the building. Four Columbian College departments, Biology, Chemistry, Physics, and Hominid Paleobiology, will also be housed there. The School of Medicine and Health Sciences will participate in research centers, institutes, and research programs in the SEC, and have the use of a Vivarium to be constructed on lower level 2. There will also be a sharing of core facilities between Ross Hall and the SEC.

The plan for replacement parking of the 1,250 spaces now available in the University Parking Garage slated for demolition requires that many campus parkers will be re-located, a number of these off campus at the Kennedy Center. The lost spaces will eventually be replaced with 362 spaces under the Square 54 building, 178 spaces under the Square 80 building, and over 300 spaces in the SEC once it is complete.

Financial information about the SEC is set forth on page 18 of the Report. With an estimated cost of \$275 million, it is expected that lease payments from Square 54 will amount to \$7.1 million annually, and indirect cost recovery from research grants and contracts will total \$5 million annually. Fundraising is expected to cover \$100 million of the building's cost.

The SEC Space Committee has been briefed on the fundraising strategy for the building. The Development Office has put together several scenarios for the campaign, which include a fundraising pyramid, and examples of naming opportunities for prospective donors. Some funding has been committed, but as the campaign is in the quiet phase, this information cannot be shared at this time. Professor Helgert said that the Space Committee met with Vice President Morseberger and Associate Vice President Bartolini, who expressed confidence that the funds for the SEC can be raised. Professor Helgert added that it is his understanding that the Development Office has set itself a goal of raising fifty percent of the needed funds by the time of the groundbreaking for the SEC in October. Development timelines for the fundraising campaign are provided in the Update on page 22.

Following this portion of the Update, Professor Helgert reviewed several parts of the Ballinger Group Report which provides visual detail on the layout and features of the SEC facility. This architectural report was made available electronically to Senate members before the meeting so they would have time to review it, and the Report was posted to the Faculty Senate website on the May 6, 2011 Minutes page. The Update can now be accessed at this separate link under the May 6, 2011 main heading:

[http://www.gwu.edu/%7Efacsen/faculty\\_senate/pdf/BallingerReport5-2-11.pdf](http://www.gwu.edu/%7Efacsen/faculty_senate/pdf/BallingerReport5-2-11.pdf)

Professor Wilmarth asked Professor Helgert if he had a sense of when the fundraising effort for the SEC would be launched and what the timeline would be. Professor Helgert responded that his understanding was that fundraising activity was now in a quiet stage, which is the way in which such efforts are typically conducted. He said he thought the initial goal is to secure approximately 50% of the funding goal, either pledged or in hand, by the time of groundbreaking.

Professor Cordes, Chair of the Senate Fiscal Planning and Budgeting Committee, said it was his understanding that there is indeed a plan, and the Development staff is moving to implement that.

Professor Barnhill asked about the anticipated distribution of sponsored research by area. Professor Helgert said he was aware that a number of goals have been set for Engineering, but that perhaps Dean Dolling could offer more information about this. There was an allocation of additional faculty slots in Engineering and Columbian College as well. These will total up to 41. Professor Helgert said his understanding is that virtually all of these additional faculty members would be expected to generate sponsored research in the range of \$500,000 per year.

Provost Lerman said he had been meeting with Deans of both of these Schools, and that the expectations for research have been clearly communicated to new hires, who are expected to be research-intensive. This will not occur all at once with young faculty; incremental growth is the goal. The Provost added that he has seen the CVs of a number of the young faculty who have been hired. Many of these are mid-career people who come from places with strong sponsored research cultures with an average research volume per faculty member of \$500,000 per year, particularly among the newly-recruited engineering faculty. GW's plans for research growth assume that, as these young faculty develop, they will create sponsored research programs of this scale.

Dean Dolling confirmed the Provost's observations. He said the Engineering School is recruiting for ten people to join GW in September; last year, SEAS recruited nine. At the moment, seven faculty members have accepted and negotiations are underway with three others. The people are coming from institutions such as MIT, Berkeley, and Georgia Tech, and they are bringing with them the perspective that has been instilled in them – that teaching and research are the two prime legs upon which they will build their careers.

Dean Barratt said that, in Columbian College, they are looking at the current research track records of faculty who are most successful. The projection is that new hires will come in at that level and move up from there. A year-by-year projection has been formulated by departments outlining expected increases in research funding, and this is across all fields, not just the sciences. The overwhelming majority of 19 hires last year were the College's first choice-candidates.

Professor Barnhill renewed his query about areas of research in Engineering and Columbian College. Dean Barratt named several of the research areas in Columbian College, among them, Biology, Chemistry, Physics, and Human Origins. The School's faculty also collaborate with faculty active in Biophysics, Biochemistry, Energy, Proteomics, and Engineering research.

Dean Dolling said that SEAS is largely recruiting in three or four areas. One is high-performance computing, involving everything from hardware and software, to computer simulation. This area of research also encompasses system and network security, cybersecurity and computer science. The emphasis in Engineering Management and Systems Engineering is on the latter, where SEAS hopes to build an accredited program at

the undergraduate level. In Mechanical, Civil, Electrical and Biomedical Engineering, the School is focusing very heavily on nanotechnology as applied to materials, medical devices and imaging.

## GENERAL BUSINESS

### I. APPROVAL OF DATES FOR REGULAR SENATE MEETINGS IN THE 2011-12 SESSION RECOMMENDED BY THE EXECUTIVE COMMITTEE

September 9, 2011	January 13, 2012
October 14, 2011	February 10, 2012
November 11, 2011	March 9, 2012
December 9, 2011	April 13, 2012

May 11, 2012 (first meeting, 2012-13 session)

The calendar was approved.

### II. NOMINATIONS FOR ELECTION OF CHAIRS AND MEMBERS OF FACULTY SENATE STANDING COMMITTEES FOR THE 2011-12 SESSION

The list of nominees was distributed at the meeting, and elections for Committee Chairs were considered first. Professor Yezer volunteered to serve as Chair of the Research Committee, and Professor Newcomer volunteered to serve as Chair of the Committee on University and Urban Affairs. A vote was taken and they and the other Committee Chairs on the list were elected. Professor Barnhill volunteered to serve on the Committee on Professional Ethics and Academic Freedom. A vote was taken, and he and the Committee members on the list were elected.

### III. NOMINATIONS FOR APPOINTMENT OF FACULTY MEMBERS BY THE BOARD OF TRUSTEES TO TRUSTEES' COMMITTEES

Committee on Advancement: Joseph J. Cordes; Committee on Academic Affairs: Michael S. Castleberry; Committee on Student Affairs: Alan G. Wade; Committee on University and Urban Affairs: Kathryn Newcomer

The entire slate was approved.

### IV. NOMINATIONS FOR APPOINTMENT BY THE PRESIDENT OF FACULTY MEMBERS TO ADMINISTRATIVE COMMITTEES

Joint Committee of Faculty and Students: Professor Alan G. Wade, Faculty Co-Chair; Professors Hartmut Doebel, Jennifer Halvaksz, Vivek Jain, Amy Mazur, Jocelyn Rapelyea, and Edward Robinson

University Hearing Board: Professors Ozgur Ekmekci and Mikyong M. Kim

Marvin Center Governing Board: Professor Leonard Friedman

Marvin Center Program Board: Professor Carmen Gomez

Student Grievance Review Committee: Professor Joseph L. Bocchino,  
Joan Butler, Ellen Costello, Vivek Jain, Jennifer Halvaksz, Maureen Kuletz,  
Venetia L. Orcutt, Edward Robinson, Richard Ruth, and Catherine Turley

All of the nominees were approved.

V. REPORT OF THE EXECUTIVE COMMITTEE

Professor Castleberry presented the Report, which is enclosed. The Faculty Senate Report to be presented at the Academic Affairs Committee of the Board of Trustees at the May 2011 meeting referenced is included with these minutes, as is the latest report on APT Criteria and Procedures in the School of Nursing from the Senate Special Committee on Nursing.

VI. TRIBUTES TO RETIRING FACULTY MEMBERS WHO HAVE SERVED ON THE SENATE

Professor McAleavey read a Tribute to Professor Diane M. Brewer, Professor of Speech and Hearing Science, Emeritus. The tribute was prepared by Professor GERALYN M. SCHULTZ. He also read a Tribute to Professor Robert N. Ganz, Professor of English, Emeritus. The Tribute was prepared by Professor William B. Griffith.

Professor Harrington read a Tribute that he prepared to Professor Walter Kurt Kahn, Professor of Engineering and Applied Science, Emeritus.

VI. ANNUAL REPORTS OF SENATE STANDING COMMITTEES

The Report of the Senate Committee on Libraries was distributed with the meeting agenda. In addition, the Report of the Senate Committee on Appointment, Salary and Promotion Policies was distributed at the meeting. That report is included with these minutes.

VII. CHAIR'S REMARKS

In line with his custom of keeping the Senate updated on personnel searches, President Knapp reported that the University has selected Paul S. Berman from Arizona State University as the next Dean of the Law School. Dean Berman will be joining the University community on July 1, accompanied by his spouse, Laura Dickinson, who is a distinguished scholar. She will serve as a Research Professor of Law.

**BRIEF STATEMENTS (AND QUESTIONS)**

Professor Yezer said that a number of his colleagues had pointed out to him that the various Schools have very different policies concerning withdrawal from courses without academic penalty at the end of the semester. This creates problems for those faculty who teach students from a number of different schools. He said he thought it would be useful if Senators would confer with their colleagues about this, and added that he hoped that the Educational Policy Committee would look into it as well.

Professor Cordes said he had encountered a similar problem in connection with the time period in which an Incomplete may be made up. He was surprised to find that this policy also varies from School to School, so he thought that should be looked into by the Educational Policy Committee as well.

Professor Parsons observed that the University had offered an early retirement incentive program to a number of faculty members in engineering and the sciences. He asked if there are any plans, or if there is any process, for extending such programs to faculty members in the humanities and the other Schools.

Provost Lerman said he was not at GW when the initial plans were formulated, but his understanding was that these plans typically originate with the deans and the units of the respective Schools. These programs do represent a commitment of financial resources by both the Schools and Academic Affairs. The Provost said he is not aware at the present time of concrete plans for additional programs, but each Dean knows that he is open to a conversation about them. He added that he would have that same conversation with Dean Berman once he arrives at GW. Quite obviously, for financial reasons, these programs could not be done simultaneously in all of the Schools.

Dean Barratt of the Columbian College of Arts and Sciences said that the program in CCAS was initiated by the former Executive Vice President for Academic Affairs, Don Lehman, and the offer was only for faculty members in the sciences and the social sciences. The conversation at that time was that he would be open in future to conversations concerning such offers to faculty members in the humanities. She agreed with the Provost that there are no concrete plans at present to initiate such a program in Columbian College.

Professor Simon congratulated the Administration on the recruitment of the new coach from the University of Vermont for the basketball team.

President Knapp said that he wanted to thank Senate members for the cooperative spirit in which the Senate has worked for the past year. Under the leadership of Professor Castleberry as Chair of the Senate Executive Committee, the Senate has worked on quite a number of issues. What is not as visible to those in the Administration is the work that goes on behind the scenes by Senate Committees. This work is all done by volunteers, and in listening to the Tributes read at the meeting, he said he thought that it was good to be reminded of how much faculty members contribute outside of the ordinary course of teaching and research to serve the University community.

President Knapp concluded the meeting by encouraging as many faculty members as possible to attend the upcoming University Commencement exercises May 15 on the National Mall, and he wished everyone a restful and productive summer.

ADJOURNMENT

There being no further business before the Senate, and upon motion made and seconded, the meeting was adjourned at 3:30 p.m.

*Elizabeth A. Amundson*

Elizabeth A. Amundson

Secretary



**A Tribute to Diane M Brewer**  
**Professor of Speech and Hearing Science, Emeritus**

Professor Diane M Brewer received a B.A. in 1963 and M.A. degree in Audiology from the University of Iowa 1965. She also received the American Speech Language and Hearing Association Certificate of Clinical Competence in Audiology. Diane worked as a clinical and research audiologist at the Veterans Administration Medical Center, in Washington, DC from 1966 through 1968 before joining the then Department of Speech and Drama as an instructor in 1967.

Professor Brewer has spent her 45-year academic career here, at The George Washington University. During that time, Diane has achieved prominence both nationally and internationally as an educator, an outstanding clinician, and as a clinical researcher. Her clinical and research contributions have been in the rehabilitation of persons with hearing loss and cochlear implants. She was awarded Fellow of the American Speech Language and Hearing Association (ASHA) in 1980, one of the highest honors the Association bestows for her outstanding contributions to the discipline of communication sciences and disorders. In 1989 Diane received Honors from the District of Columbia Speech and Hearing Association, their highest award. During her tenure at GW, Diane served on numerous ASHA committees and served as a Legislative Councilor Representing D.C., In addition, she served as President of the District of Columbia Speech and Hearing Association (DCSHA) and was instrumental in establishing licensure in the District of Columbia Licensure for Audiology and Speech Pathology. Professor Brewer also devotes innumerable hours of community service as a Certified Course Director for the Council for Accreditation in Occupational Hearing Conservation, as a member of the Washington Occupational Health Associates to promote hearing conservation, teaching Aural Rehabilitation and Hearing Aid Classes for OASIS, Institute for Learning in Retirement, and as a science fair judge in DC area schools.

As an educator, Diane has also been committed to the education and training of countless graduate students in audiology and speech pathology. She developed and taught courses in Acoustics, Introduction to Audiology, Aural Rehabilitation, Auditory Processing Disorders, Cochlear Implants, Anatomy and Physiology of the Auditory System. She has been a graduate student supervisor in the GW Speech and Hearing Center Audiology and Aural Rehabilitation Clinic. Professor Brewer has been a tireless supporter of continuous curricular assessment and revision and when the Speech and Hearing Science Department established the “re-entry program” for graduate students coming to GW for a masters degree in speech language pathology from other undergraduate majors she became the Re-entry graduate student departmental advisor. Students have praised Professor Brewer for her challenging classes that increased their critical thinking and conceptual understanding and her unending willingness to meet with them outside of the classroom. As a clinical supervisor, Diane has trained many speech and audiology students not only in the technical skills necessary to be a first rate clinician but also

the human and compassionate side of treating deaf and hard of hearing persons. There is no doubt in my mind that many GW faculty, staff and students have benefited from her graduate student trainees evaluations and treatments.

Professor Brewer has served the George Washington University in ways too numerous to provide detailed descriptions. From the Departmental level to the College level and the University as a whole, Diane has been a tireless advocate of GW. At the departmental level Diane has stepped up to serve as interim chair twice; from 1999-2000 and again from 2008-2009. She served as chair of the departmental graduate admissions committee from 2002-2007 and on numerous ad hoc departmental committees including search committees, student assessment, curricular, and many others. She stepped up to the college plate as Interim Associate Dean, Columbian College of Arts and Sciences from 1991-1992 and as a Freshman Advisor from 1993-1995 and in 1999. Professor Brewer was also a Colonial Inauguration/Academic Advisor from 1993-2000, she served on the Columbian College Committee to Evaluate Advising (1996-97) and the Columbian College Academic Program Review Committee, and she spearheaded the Columbian College Summer Sessions (2009-2010). Perhaps her most enduring contribution to the welfare of GW was as Chair of the Committee for Human Research (Non-medical Institutional Review Board) from 1996-2002 and as a member of that committee from 2002-2006. Her work on the GW IRB was quite extensive and she championed many a faculty research project during that seven year period. Diane has served with distinction on the University Senate for six years, beginning in 1993, and she was elected to the Senate Executive Committee for two years. She also was selected to serve for three years as Chair of the Senate Educational Policy Committee. Diane also served as a Senate representative on numerous committees and task forces at the University: she was a member of the committee on Libraries and the Educational Policy Committee; she was a member of the task force on student academic evaluations (1993-1994), the Health Professions Advisory Committee (2002), and as Chair of the Committee for Student Course Evaluation (2003). She served on the internal advisory board for the Wertlieb Institute for Long Term Care Management (2003-2006). She served on the University Honors Committee for four years from 1989-1992 and on their admissions committee for three years from 1991-1994. And last but certainly not least was her strong contribution to the GWU Middle States Reaccreditation Steering Committee where she served as chair of Working Group 2 which conducted a self study of one of the six goals of GW's Strategic Plan for Academic Excellence: Strategically Strengthen & Expand Graduate Professional Education.

In the 11 years that I have known her in my capacity as Chair of the Department, and as a colleague and friend, Diane has been an extraordinarily dedicated faculty member. She has always gone the extra mile to help her colleagues and her students. She has been a staunch advocate for her profession, for educating and training the next generation, and for The George Washington University.

In sum, Dr. Brewer has served GW with dignity, poise, dedication, and honor. In addition to her extraordinary contributions outlined above, Diane has been the heart and soul of the Department, and I would add, on many occasions, the rudder and stabilizing bar that kept the ship afloat. I am delighted that The George Washington University is honoring her at the celebration of her retirement for a lifetime of service, teaching, scholarship, achievements, and good deeds by granting her Emeritus status as Professor of Speech and Hearing Science.

Respectfully submitted,  
Geraldyn M. Schulz, Ph.D.  
Associate Dean for Research, Columbian College of Arts and Sciences  
(Chair, Department of Speech & Hearing Science from 2000-2007)

Read into the record of the Faculty Senate meeting held on May 6, 2011

## A Tribute to Professor Robert N. Ganz, Professor of English, Emeritus

Robert N. Ganz, Professor of English, who has been awarded emeritus status at the end of this Academic Year, joined GWU in 1964 as an Assistant Professor of English. He earned his Ph.D. at Harvard, and had previously taught at Yale and the University of Virginia. After reappointment with tenure he served one term in the Faculty Senate in 1968-69 and 1969-70. In the second year of his Senate term he served as Chair of the Committee on Admissions and Advanced Standing.

The truth is that Professor Ganz mainly served the University by his extended and dedicated service to the English Department and its students. As his current Department Chair, Professor Gayle Wald, attests: "A scholar of American poetry, and an expert in particular on Robert Frost, Professor Ganz has taught generations of GW students, in English, Humanities, and the University Honors Program . . . He has taught literally dozens of different courses and mentored a large number of undergraduates and graduate students." Although he has now taught only part-time for a number of years, he still has many devotees among former students, including some now serving as faculty members.

Prof. Ganz recently gave a very erudite and entertaining "final lecture" to a broad audience, mainly of faculty and students. And at a recent retirement ceremony sponsored by the English Department, the room was filled with former students who testified that he had greatly enriched their intellectual lives over the years. This is perhaps not the usual legacy that the Faculty Senate honors, but it surely is a kind of deep service of which GW ought to be quite proud.

The Faculty Senate extends its best wishes for a rich and fruitful retirement, capping 45 years of distinguished service To the George Washington University, to Professor Robert N. Ganz.

Prepared by Professor William B. Griffith, Philosophy Department, CCAS  
May 6, 2011

Read into the record of the Faculty Senate meeting held on May 6, 2011

**A Tribute to Walter Kurt Kahn**  
**Professor of Engineering & Applied Science, Emeritus**

**Professor Walter Kahn received his B.E.E. degree in 1951 from The Cooper Union and his M.E.E. degree in 1954 and his D.E.E. degree in 1960, both from The NYU-Polytechnic University (formerly Brooklyn Polytechnic). He is an elected Fellow of the Institute of Electrical & Electronics Engineers (IEEE) among many other prestigious professional societies. In 1967-68 he spent a year, on leave from his post as Research Associate at the Polytechnic University, in London, UK as Liaison Scientist at the US Office of Naval Research.**

**Dr. Kahn has spent most of his 47-year academic career here, at The George Washington University, as a member of the Electrical & Computer Engineering (formerly Electrical Engineering & Computer Science) faculty, serving as chairman 1970-1974. During that time, Walter has achieved prominence both nationally and internationally as a researcher and as an educator, and is recognized for his outstanding scientific contributions to the areas of microwaves, multi-pulse radars, antennas and electromagnetic propagation. In particular, he received the Group on Antennas & Propagation 'Certificate of Achievement for Outstanding Contribution' for his 1970 IEEE Transactions Paper, 'Theory of Mutual Coupling Among Minimum-Scattering Antennas'. In 1977 he was appointed NATO senior Fellow in Science. He has published over 90 articles in the prominent journals in his field, many as the single author and has been the research adviser and advocate for twenty-four Ph.D. (formerly D.Sc.) candidates.**

**In the area of service to the University, Walter has been active principally in Professional Ethics and Academic Freedom. He has served on the Faculty Senate of The George Washington University for eight years as an elected representative of SEAS and on the Executive Committee of the Faculty Senate for three years. His Committee Service is as follows:**

**Administrative Matters as They Affect the Faculty:**

**Chair, 1970-71; member: 1971-72 and 73-74;**

**Admissions Policy, Student Financial Aid and Enrollment Management: 1995-96**  
**Educational Policy: 1975-76**

**Honors and Academic Convocations: 2004-06**

**Professional Ethics and Academic Freedom: Chair-1994-95; member: 92-93, 95-11**

**1994: Member of the *Ad Hoc* Committee on An Alternative Appeals Process for Handling Administrative Nonconcurrences**

**2006-07 Member of the Special Committee on the Joint Administration/Faculty Task Force on the 4\*4 Curriculum Structure Report**

**Special mention should be made of Professor Kahn's forthright, constructive and intelligent contributions during the difficult period when both the issues of Post-Tenure Review and of Tenure itself were being discussed. Without his sagacious advice and direction the faculty would have been left in a much weaker position than they are today.**

**In the 30 years that I have known him in my capacity as Chair of the Department (1991-94), and as a colleague and friend, Walter has been an extraordinarily dedicated faculty member.**

**Professor Kahn has served GW with intelligence, dignity and determination. Along with all my colleagues in SEAS I am most appreciative that The George Washington University is honoring him at the celebration of his retirement for a lifetime of scholarship, achievements, and effective action by granting him the status of Professor Emeritus of Engineering & Applied Science.**

**Respectfully submitted,  
Robert J. Harrington  
Professor of Engineering & Applied Science**

**Read into the record of the Faculty Senate meeting held on May 6, 2011**

The George Washington University  
Faculty Senate Committee on  
Appointment, Salary, and Promotion Policies  
(including Fringe Benefits)

**Final Report 2010-11**  
**May 4, 2011**

The ASPP committee had an active year this year. We met six times in the 2010-11 academic year and considered the following topics:

**Changes to medical and other benefits:** The administration, for the first time in 10 years, did an evaluation of the market place for health care and other benefits and requested proposals from a number of vendors. It was determined that United Healthcare (UHC) provided the best proposal including features such as an online website to check claims processing, general wellness information online, and the ability to obtain a temporary medical ID if one is out of the area. In 2011, there is a 4.7 percent increase in our premiums at GW, compared to approximately 10 percent elsewhere in D.C. area.

Changes in the health benefits effective January 1, 2011 include added coverage for opposite sex domestic partners, treatment for infertility (instead of just diagnosis), hearing aids, and prosthetic wigs for cancer patients. Changes consistent with the national healthcare bill include no co-pay on preventive healthcare visits, and coverage of dependent children to age 26, whether they reside in the member's home or not. Also, the co-pay on mental health visits has dropped from \$35 (specialty) to \$25 (primary care). The provider of flexible spending benefits (Mercer) was replaced by a new provider that is supposed to be more responsive.

**In and out-of-network physicians and out-of-pocket maximums under UHC:** We discovered that there are two separate in and out-of-network deductibles that were thought to have been implemented only in 2011. However, the administration provided evidence that this change occurred in 2010.

We also discussed the issue of in- and out-of-network physicians and were assured that the extended network of physicians will continue to exist on an ongoing basis. GW guarantees that employees in the plan can use the same doctors as they used in 2010. The GW system is set up so that the faculty who saw doctors in 2010 could see them on an ongoing basis. There is a form on the benefits web site to set this up.

**Changes in the retirement plans:** A series of new funds have been added to the 403(b) and 401(a) plans to broaden choices. It was pointed out that this is the first attempt to adjust the funds. A suggestion was made on the need for a total market index fund to hedge against the type of market fluctuations that we are currently experiencing. A suggestion was the Vanguard VIX fund, assuming that it had low maintenance costs.

Starting January 2011, GW faculty and staff can contribute employee deferral amounts (all or a portion) pre- or post-tax and can also determine when they want to pay tax. The same annual limit of \$16,500 total contributions applies. We can also do an in-plan conversion of 403(b) to Roth and pay tax over a two-year period. It is noted that the funds from the 401(a) and 403(b) plan line-up are being added to the 457(b) plan. These funds are currently offered as part of the 401(a) and 403(b) plans but now these are also available to those that participate in the 457(b) plans.

**Meeting the 60<sup>th</sup> percentiles of AAUP salary scales:** On request from a GSEHD department, the Committee requested that the provost supply information on salaries in the various schools in order to determine how far we are from meeting the 60<sup>th</sup> percentiles, especially in CCAS and GSEHD. The Chair of the ASPP Committee then carried out calculations to determine how much money is needed to bring CCAS and GSEHD in compliance with the Senate resolutions on this matter. It is discovered that the total cost of this compliance is approximately \$646,199. The administration has promised to bring all ranks to the 60<sup>th</sup> percentile in the next year.

**Faculty Buyouts in CCAS and SEAS:** In response to an inquiry from a faculty member in CCAS, we looked at the faculty buyouts data:

- In 2010, 17 CCAS faculty accepted buyout packages out of a total of 101 offered (<17%)
- In 2009, 6 SEAS faculty accepted buyout packages out of a total of 39 offered (approx. 15%)

No deans have approached the Provost for additional plans. The funding model is to share the cost of buyouts between school and the Provost's reserve funds. Once a buyout is offered and accepted, the position lies open approximately 1 year to 18 months.

It was noted that the retired faculty are entitled to continuing participation in the health care plans for up to 8 years of coverage.

**Salary equity issues:** We discussed the matter of salary equity and heard presentations first from Carol Sigelman, Interim Chair of the Faculty Salary Equity Review Committee, and later from the Chair Steve Tuch. The Faculty Salary Equity Review Committee has been charged with reviewing salary equity across the University. The last review was completed in 2005 and a discussion ensued about the timeliness of these reviews as a recommendation was made that these reviews be completed every 5 years. A compromise was reached: Analyses will be completed every 2 years looking for emerging biases; however only extreme outliers on the low end of the salary structure would be reviewed in detail.

The Committee was reminded that any individual could request a salary review. It was noted that a gender equity review was completed 3-4 years ago; however this was only a high level review, not one that looks at every individual faculty member. The Provost noted that he does visually review the merit increases in each department to ensure that



they are aligned with performance. It was agreed that there is no perfect compensation system.

**Smith Center Use-of-the-Pool by faculty issue:** The Committee was asked to consider the fact that the members of Lerner Health and Wellness Center (LHWC) members have recently been barred from the use of Smith Center swimming pool and must purchase a Presidents' Club membership in order to continue using that pool. The committee requested that the administration provide LHWC members access to the Smith Center for at least a few hours during the week. The Senior VP for SASS informed the committee that several other committees (facilities and health and wellness) are examining the entire Athletics program-- strategic directions, Varsity, Club sports, etc.

A member asked if the use of the Smith Center pool is a fringe benefit and the Committee agreed that it is and believes that the Faculty Senate Executive Committee should become more involved in such issues.

**School of Nursing issue regarding Appointment, Promotion and Tenure Committee:** The committee was asked for its opinion on the constitution of the APT Committee for the School of Nursing. We advised the dean and provost accordingly. One point was made: the terms of membership of APT committee should be longer than 1 year as currently proposed. The term should be longer (2-3 years) to ensure continuity; this is also consistent with those of other schools.

**Compilation of Administrative Salaries and comparison with faculty salaries and student tuition increases:** The Chair of the ASPP Committee compiled the administrative salaries of senior administrators for the calendar year ending 2008 (copy attached). This compilation also includes the undergraduate tuition and faculty salary averages over the past 7-8 years. It is noted that the senior administrators at GW received an average of 92.9% salary increase over 7 years (with one year –2008—the increase was as high as 38%). The tuition for incoming undergraduates went up by 46.18% over 7 years. However, the faculty salaries went up only by an average of 31.9% over the 7 year period.

**SmarTrip/Metro:** The limit of the tax free benefit is decreasing– it has been reduced to \$120.00. There are two purses: there is no longer money for transit and parking in the same “purse”. The proposed changes have been deferred to 2012 and the committee will revisit the issue in the next year.

**Benefits Advisory Committee:** The erstwhile Benefirs Review Committee (BRC) has been reconstituted as Benefits Advisory Committee (BAC) to which the Faculty Senate Executive Committee has appointed the following faculty members: Murli Gupta, Brian Biles and Philip Wirtz. First meeting of this committee was held on April 1 and the group voted on benefits areas most important for discussions in more depth at future meetings; the top five areas are: Medical, Retiree Benefits & Planning, Tuition, Retirement Plan and Child/Elder Care & Work-Life Referral Services (LifeCare). The Faculty Senate

Executive Committee Chair has been asked to nominate a few more faculty and emeriti to the BAC.

**Emeritus Status:** The Provost sought clarification of appointment to Emeritus status. Is it an honor? Does it differ by school? The Committee agreed that the appointment to Emeritus status is indeed an appointment (according to the *Faculty Code*). If the Dean has an opinion that is different from the Department Chair's, it becomes a nonconcurrency. [Note: The Senate PEAFC Committee presented Resolution 10/4 amending the *Faculty Code* to make this clear, and the Resolution was adopted at the Senate meeting on April 8, 2011. Resolution 10/4 has been forwarded to the Administration for its consideration and that of the Board of Trustees.]

Respectfully Submitted

**Murli M. Gupta**

Acting Chair, ASPP Committee

### **Membership of the ASPP Committee (2010-11)**

Abravanel, Eugene, Psychology

Achrol, Ravi, Marketing

Green, Colin, Teacher Prep, & Spec. Ed.

Gupta, Murli M., Mathematics (acting Chair)

Kanungo, Shivraj, Decision Sciences

Lanthier, Richard, Counseling, Human and Organizational Studies

Malone-France, Derek, University Writing Program

Marotta, Sylvia, Counseling, Human and Organizational Studies

Mazur, Amy J., Special Education

Plack, Margaret, Health Care Sciences

Schanfield, Moses S., Forensic Sciences

Vincze, Eva, Forensic Sciences

Wasyliwskyj, Wasyl, Engineering and Applied Science

Wirtz, Philip W., Decision Sciences

#### *Ex officio*

Galston, Miriam , Executive Committee Liaison

Katz, Louis H., Executive Vice President and Treasurer

Lerman, Steven, Provost and Executive Vice President for Academic Affairs

Lemieux, Louis, Chief Human Resources Officer

Stewart, Andrea W., Gelman Library

The George Washington University

Compilation of Top Administration Salaries; Comparison with Faculty Salaries and Tuition Increases

November 22, 2010

GW Compensation Data from IRS Form 990 Schedule A (Salaries reported to IRS.)

<u>President and Vice Presidents</u>		Year Ending Dec-08	Year Ending Dec-07	1 year % Change 12/07-12/08	Year Ending Dec-06	2 year % Change 12/06-12/08	Year Ending Dec-04	4 year % Change 12/04-12/08	Year Ending Dec-03	5 year % Change 12/03-12/08	Year Ending Dec-02	6 year % Change 12/02-12/08	Year Ending Dec-01	7 year % Change 12/01-12/08
<b>Steven Knapp</b>	President*	<b>\$895,305</b>	\$715,627	<b>25.1%</b>	President Knapp joined GWU on 08/01/2007 and was paid \$298,178 as salary for 5 months which is annualized and reported above as 2007 salary (\$298,178 x 12/5)									
<b>Stephen Joel Trachtenberg</b>	President Emeritus**	<b>\$789,020</b>	\$1,025,875		\$691,204		\$630,021		\$609,837		\$564,302		\$516,904	
**President Trachtenberg was paid \$3,578,566 on retirement (7/31/2007); of this amount \$2,980,139 was "payout of deferred compensation and accrued sabbatical leave". The difference \$598,427 constitutes salary for 7 months which is annualized and reported above as 2007 salary (\$598,427 x 12/7)														
<b>John Williams</b>	Provost & VP Health Affairs	<b>\$867,913</b>	\$772,500	<b>12.4%</b>	\$676,584	<b>28.3%</b>	\$593,516	<b>46.2%</b>	\$578,616	<b>50.0%</b>	\$516,304	<b>68.1%</b>	\$507,206	<b>71.1%</b>
<b>Louis Katz</b>	Exec VP & Treasurer	<b>\$809,733</b>	\$618,557	<b>30.9%</b>	\$544,371	<b>48.7%</b>	\$503,209	<b>60.9%</b>	\$496,233	<b>63.2%</b>	\$431,892	<b>87.5%</b>	\$411,246	<b>96.9%</b>
<b>Robert Chernak</b>	Senior VP SASS	<b>\$623,957</b>	\$450,374	<b>38.5%</b>	\$403,755	<b>54.5%</b>	\$341,894	<b>82.5%</b>	\$331,617	<b>88.2%</b>	\$306,906	<b>103.3%</b>	\$296,943	<b>110.1%</b>
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<u>Average Total Senior Administration Increases:</u>			Over 1 year:	<b>26.3%</b>	Over 2 year:	<b>43.4%</b>	Over 4 years:	<b>65.3%</b>	Over 5 years:	<b>70.1%</b>	Over 6 years:	<b>86.8%</b>	Over 7 years:	<b>92.9%</b>

Tuition and fees (New Undergraduates) <a href="http://www.gwu.edu/~ire/tuition_fees.htm">http://www.gwu.edu/~ire/tuition_fees.htm</a>	2010/11	2009/10	2008/09	2007/08	2006/07	2005/06	2004/05	2003/2004	2002/2003
	\$42,905	\$41,655	\$40,437	\$39,240	\$37,820	\$36,400	\$34,030	\$29,350	\$27,820
<b>Annual Tuition Increase:</b>	<b>3.00%</b>	<b>3.01%</b>	<b>3.05%</b>	<b>3.75%</b>	<b>3.90%</b>	<b>6.96%</b>	<b>15.95%</b>	<b>5.50%</b>	
<u>Total Increase in Tuition for New Undergraduates over 7 years (2003/04-2010/11)--&gt;</u>									<b>46.18%</b>

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<b>Professor</b>	\$142,900	\$134,788	<b>6.0%</b>	\$128,500	<b>11.2%</b>	\$123,936	<b>15.3%</b>	\$118,802	<b>20.3%</b>	\$110,288	<b>29.6%</b>	\$107,072	<b>33.5%</b>	\$107,511	<b>32.9%</b>
<b>Associate Professor</b>	\$98,600	\$97,025	<b>1.6%</b>	\$92,600	<b>6.5%</b>	\$89,450	<b>10.2%</b>	\$84,307	<b>17.0%</b>	\$80,677	<b>22.2%</b>	\$76,820	<b>28.4%</b>	\$76,364	<b>29.1%</b>
<b>Assistant Professor</b>	\$81,000	\$78,764	<b>2.8%</b>	\$75,100	<b>7.9%</b>	\$72,132	<b>12.3%</b>	\$69,306	<b>16.9%</b>	\$63,157	<b>28.3%</b>	\$60,879	<b>33.1%</b>	\$60,602	<b>33.7%</b>
<u>Average Total Faculty Increases over time period:</u>		1 year:	<b>3.5%</b>	2 years:	<b>8.5%</b>	3 years:	<b>12.6%</b>	4 years:	<b>18.0%</b>	5 years:	<b>26.7%</b>	6 years:	<b>31.6%</b>	7 years:	<b>31.9%</b>

The George Washington University

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**REPORT OF THE FACULTY SENATE TO THE  
ACADEMIC AFFAIRS COMMITTEE OF  
THE BOARD OF TRUSTEES  
Michael S. Castleberry, Chair  
Faculty Senate Executive Committee  
April 25, 2011**

**FACULTY SENATE RESOLUTIONS**

A nonconurrence by the Dean of the School of Engineering and Applied Science with a faculty recommendation to award emeritus status to a retiring professor, later resolved satisfactorily in favor of the faculty recommendation, has resulted in the adoption of a Senate Resolution to clarify the procedures governing awards of emeritus status to retiring faculty in the event the faculty recommendation is not accepted. The Resolution amends Article VII. B. of the *Faculty Code* to make it clear that procedurally, recommendations for the award of emeritus status to retiring faculty members will be handled in accordance with existing procedures for faculty appointments as set forth in Part B. of the *Procedures for Implementation of the Faculty Code*.

Resolution 10/4 was adopted by the Senate at its April 8<sup>th</sup> meeting and forwarded to the President and the Provost for their review. As both concurred with the recommendation to amend the *Faculty Code*, Resolution 10/4, which is attached to this report, is before the Academic Affairs Committee and the Board of Trustees for consideration by these bodies.

**REPORTS**

At its meeting on February 11, the Senate agenda included Remarks by the Chair of the GW Board of Trustees Russell Ramsey. An Update on the School of Business was presented by Doug Guthrie. At its meeting on March 11, Provost Lerman presented the annual Update on Core Indicators of Academic Excellence. An Update on Parking Transition Issues related to the demolition of the University Parking Garage in May was also presented by Senior Associate Vice President for Operations Alicia O'Neil Knight. A second meeting on parking issues to which Senate members were invited was held on March 25. At the Senate meeting on April 8, Dean Lynn Goldman presented on Update on the School of Public Health and Health Services.

**GELMAN LIBRARY**

At the February meeting of the Academic Affairs Committee, we discussed proposals related to the plan for first-floor Gelman Library renovations. Planning continues, but no final decisions have been made at this time. The proposed plan for the University Study Group on Gelman, a separate group focusing on use, need, technology, and funding, is still being reviewed. This initiative was also reported to the Academic Affairs Committee in February and we have used the months between the Board meetings to share ideas and obtain input from the administration, the faculty, and the Senate Committee on Libraries. This effort is viewed as an important link in ensuring that, at a time that the University is demanding a greater commitment to and quality of faculty research, the resources of Gelman Library will be adequate to support their efforts.

## BENEFITS ADVISORY GROUP

The Benefits Advisory Group, which was reinstated in Fall, 2010, is also under review. After conversations with the Provost, we are developing a proposal for a Faculty-Staff Advisory Committee, composed of representatives of the administration, and University faculty and staff, to review issues related to benefits. The new group would meet quarterly and be co-chaired by individuals from two of the representative groups comprising the membership. This proposal has not been fully developed and we will keep the Academic Affairs Committee updated as the plan becomes more refined.

## BUDGET WORKING GROUP

The Senate Executive Committee will continue to work with the Office of the Executive Vice President and Treasurer, the Fiscal Planning and Budgeting Committee of the Senate, and the Provost on establishing a small Budget Working Group that will meet regularly and have an agenda determined by the membership. This group would take the lead in clarifying financial issues and concerns earlier in the vetting process so that there is opportunity for input from all members of the University community. This is an important step as we begin the planning process for building for the School of Public Health and Health Services slated for completion in 2014 and as we continue to monitor the plans for the Science and Engineering Complex. The Senate was belatedly informed of Parking Transition issues for some faculty and the majority of University staff in March. It is the expectation of the Budget Working Group that there will be fewer lapses in information sharing with a regular meeting of this group.

## PERSONNEL MATTERS

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

Respectfully submitted,

Michael S. Castleberry, Chair  
Faculty Senate Executive Committee

Members of the 2010-11 Executive Committee:

Brian L. Biles  
Bruce J. Dickson  
Miriam Galston  
Charles A. Garris, Jr.  
Diana E. Johnson  
Gary L. Simon  
Philip W. Wirtz

**A RESOLUTION TO CLARIFY THE PROCEDURES GOVERNING AWARDS  
OF EMERITUS STATUS TO RETIRING FACULTY (10/4)**

- WHEREAS,** the first sentence of Article VII.B. of the *Faculty Code* provides: “A member of the faculty with long and distinguished service to the University may, upon retirement, be awarded emeritus status”; and
- WHEREAS,** the second sentence of Article VII.B. provides: “Emeritus status is recommended by the regular, active-status members of the faculty concerned and, with the concurrence of the administration, is awarded by the Board of Trustees”; and
- WHEREAS,** Article VII.B. does not specify the procedures governing the presentation and consideration of faculty recommendations for awards of emeritus status; and
- WHEREAS,** faculty recommendations for awards of emeritus status have customarily been presented and considered in accordance with procedures followed in the relevant school(s) and/or department(s) for faculty appointments; and
- WHEREAS,** such recommendations, when accompanied by evidence of the recipients’ long and distinguished service to the University, have typically been concurred in by the Administration and approved by the Board of Trustees; and
- WHEREAS,** the Faculty Senate and the Administration agree that the procedures governing the presentation and consideration of faculty recommendations for awards of emeritus status should be clarified;
- WHEREAS,** the Faculty Senate and the Administration also agree that future faculty recommendations for awards of emeritus status should be presented and considered in accordance with the procedures set forth in Part B of the *Procedures for the Implementation of the Faculty Code* governing recommendations for faculty appointments; **NOW THEREFORE**

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

That the *Faculty Code* be amended by inserting the following new sentences after the second sentence of Article VII.B. thereof:

"Each faculty recommendation for an award of emeritus status shall be accompanied by evidence of the recipient's long and distinguished service to the University. Each such recommendation shall be presented and considered in accordance with the procedures set forth in Part B of the *Procedures for the Implementation of the Faculty Code* governing faculty recommendations for appointments."

Faculty Senate Committee on Professional Ethics and Academic Freedom  
March 28, 2011  
**Adopted April 8, 2011**

**The George Washington University  
Faculty Senate  
Special Committee on the School of Nursing**

April 19, 2011

To: Jean Johnson  
Dean, School of Nursing

From: Faculty Senate Special Committee, Re School of Nursing

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

Re: APT Criteria/Procedures; School of Nursing, received March 29, 2011

The Special Committee has reviewed the proposed "Procedures for Appointments, Promotion and Tenure in the George Washington University School of Nursing" transmitted by Dean Johnson's email of March 29, 2011, submitted in response to the Special Committee's request for added information on formation of the School of Nursing. We offer the following comments.

- 1) It is clear that a transitional APT Committee will be necessary until the School has at least five tenured faculty members. The Faculty Senate should be alerted to this issue and a waiver to the Faculty Code should be requested. That said the draft APT Procedures should clearly state that the transitional APT Committee exists only until there are five tenured faculty members who can serve on the permanent APT Committee and then the transitional APT Committee is automatically dissolved.
- 2) Guidelines and procedures for the transitional APT Committee should be separated from the permanent School APT Procedures and included as an appendix to the primary document.
- 3) The draft procedures in Parts II and III are contrary to the Faculty Code in stating that the Dean issues a decision on a proposed grant of tenure or promotion based on the recommendation of the APT Committee. Instead, the Dean's role under Part B.3. of the Procedures is either to concur or nonconcur in the faculty recommendation. If the Dean nonconcur, the Dean must show "compelling reasons" to justify a nonconcurrence, and the nonconcurrence will proceed through the dispute resolution process set forth in Part B.4. of the Procedures. This mistake is repeated in both the Transitional and the Permanent APT Committee procedures in Parts II and III. In contrast, the draft procedures in Parts IV(E) and V(C) do recognize that the Dean's role is to concur or nonconcur with the APT Committee's recommendation. Also see below for further discussion.



- 4) The stated periods for appointments of tenure-accruing faculty in Part IV of the draft SON bylaws must conform to Section 3.1 of Part IV.A. of the Faculty Code. Under the Code, tenure-accruing faculty generally cannot be appointed to terms totaling more than seven years -- in other words, tenure must generally be granted or denied before the end of the seventh year.
- 5) The Search Committee described in Part IV(D)(1) of the draft SON bylaws may not make the faculty's recommendation for appointments unless that Committee has been elected by the regular, active-status faculty to perform that function under the first sentence of Part B.2. of the Procedures for the Implementation of the Faculty code. Recommendations for appointments by the faculty to the Dean should be made by the APT Committee. Similarly, the Search Committee cannot present the faculty's recommendation for a grant of tenure to a newly-appointed faculty member, as contemplated in Part IV(D)(2) of the draft bylaws. Instead, each grant of tenure must be recommended by SON's APT Committee.
- 6) In Parts IV(E)(1) and V(D)(1) of the draft bylaws, either the Dean (in the case of tenure-accruing faculty) or the Senior Associate Dean (in the case of non-tenure-accruing faculty) conducts an initial review of the candidate's dossier and prepares an initial statement of recommendation either for or against the grant of tenure and/or promotion. While this procedure is not expressly forbidden by the Code, it is NOT consistent with the spirit of the Code. Such an initial statement of recommendation by a senior administrator has the clear potential to bias and/or taint the subsequent review performed by the APT Committee. It could also potentially bias the letters of transmittal to external reviewers. Letters to external evaluators in tenure and promotion cases should be sent out by the chair of the APT Committee, not by the Dean in order to ensure the impartiality of the tenure and promotion review process. Provisions calling for such initial statements of recommendation should be deleted.
- 7) In Part I(B)(5) and elsewhere in the document reference is made to Research Faculty; it should correctly be stated as Research Staff.
- 8) In Part I(D)(4) participation in the “. . . continued governance and operations of the School (add) and University; and”
- 9) In Part I(E)(1)a, appointments are initiated by the School Dean and approved by the Provost of the University.
- 10) In Part II(A) remove the words “. . . within 6 months of the formation of the school of Nursing,”
- 11) In Part II(D)(3), and elsewhere in the document “. . . a review of the Dean’s non-concurrence with the APT Committee recommendation . . . “ not decision.
- 12) In Part II(E)(2), a quorum of 100 percent membership appears to be very stringent and may make it difficult to conduct timely procedures.

13) In Part II(E)(4)a, and elsewhere in the document remove reference to the Medical Center APT Guidelines.

14) In Appendixes B – E, Initial Faculty Appointment periods are inconsistent with the Faculty Code: It should note for Assistant Professors, not more than three years, for Associate Professors not more than four years, and for Professors not more than three years.

It is valuable and appropriate that the School faculty periodically evaluate the Dean and a provision for this effort should be considered for inclusion in the School Bylaws

The Special Committee has reviewed the APT Criteria attached to the draft procedures as Appendix I, and is comfortable with these criteria.

Committee members are pleased with the progress made by the new School of Nursing and hope that these comments are accepted in the spirit of cooperation and congeniality which is our intended purpose.

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Edward J. Cherian, Chair

Subcommittee members:  
Brian L. Biles, ex officio  
Gary L. Simon  
Arthur E. Wilmarth, Jr.  
Philip W. Wirtz

**Faculty Senate Committee  
on the  
Science and Engineering Complex**

**Final Report  
Academic Year 2010/11**

**April 29, 2011**

In May 2008 the Executive Committee of the Faculty Senate established a special committee of the faculty to act as an interface between faculty and administration on matters relating to the prospective Science and Engineering Complex (SEC). The committee includes representatives from Schools directly impacted by the project. Its membership for the academic year 2010/11 is as follows:

Brian Biles - SPHHS (Liaison to the Executive Committee)  
William Briscoe - (CCAS)  
Alison Brooks - CCAS  
Joseph Cordes – ESIA  
Donald Lehman – Advisor to President Knapp  
Robert Donaldson – (CCAS)  
Linda Gallo - CCAS (Co-Chair)  
Hermann Helgert – SEAS (Co-Chair)  
Michael King - CCAS  
Pedro Silva - SEAS  
Gary Simon - SMHS

During the current academic year the committee met on three occasions to consider the campus-wide activities related to the planning, design, cost and construction of the Science and Engineering Complex.

At its first meeting the Committee established the following agenda for the academic year 2010/11:

1. Interact with the GWU Leadership Group, the BoT SEC Finance Committee and the SEC Operating Committee on
  - a. Construction and Operating Costs
  - b. Models of Financing
2. Interact with the Development Office on SEC fundraising strategies, potential donors and anticipated amounts
3. Participate with the Leadership Group, the deans and department chairs on the development of plans and policies for
  - a. The allocation of research space in the SEC
  - b. Contingencies for faculty occupying research space in the SEC and whose funding has expired, is delayed or temporarily interrupted
  - c. Cross-program, inter-school collaboration and cooperation on sponsored research projects

4. Encourage and participate in the development of a plan for the disposition of existing science and engineering facilities (Tompkins, Corcoran, Ross)
5. Provide status reports to the Senate Executive Committee and/or the full Senate on request

At its second meeting the committee received a presentation by Associate Vice President William Bartolini of the Development Office on the status of fundraising for the SEC. Mr Bartolini offered a detailed plan of action and estimates of potential sources of philanthropic giving. He expressed confidence that the established goal of one hundred million dollars could be achieved by the time of building occupancy.

A subcommittee consisting of Hermann Helgert, Linda Gallo and Donald Lehman also met with Vice President for Development Michael Morsberger to receive his view of the potential for fundraising and the evolving strategy for achieving the goal.

At its third meeting the committee received a comprehensive briefing by Ballinger Architects on the final design of the building, including details on space allocations for research, teaching, administration and faculty offices, as well as timelines for project approval and construction.

Hermann Helgert participated in the biweekly meetings of the SEC Operating Committee that includes faculty representation from SEAS, CCAS and SMHS, representatives from the administration, and Ballinger Architects. This committee played a major role in reaching decisions on space allocation and building layout.

Hermann Helgert also participated in meetings of the BoT Committee on the SEC.

# Faculty Senate Special Science and Engineering Complex Space Committee

## SEC Status Report

May 6, 2011

# The Senate SEC Committee

- Established by the Faculty Senate Executive Committee in May 2008
- Formally known as the Special Committee of the Faculty Senate on Financial and Operational Planning for the Science and Engineering Complex
- Acts as an interface between faculty and administration on matters relating to the SEC

# The Senate SEC Committee Membership

- Brian Biles – SPHHS (Executive Committee Liaison)
- William Briscoe - CCAS
- Alison Brooks - CCAS
- Joseph Cordes – ESIA
- Robert Donaldson - CCAS
- Linda Gallo - CCAS (Co-Chair)
- Hermann Helgert - SEAS (Co-Chair)
- Michael King - CCAS
- Donald Lehman – Special Advisor to President Knapp
- Pedro Silva - SEAS
- Gary Simon - SMHS



# The Senate SEC Committee Mission

- Interact with the GWU Leadership Group, the BoT SEC Finance Committee and the SEC Operating Committee on
  - Construction and Operating Costs
  - Models of Financing
- Interact with the Development Office on SEC fund-raising strategies, potential donors and anticipated amounts

# The Senate SEC Committee Mission

- Participate with the Leadership Group, the deans and department chairs on the development of plans and policies for
  - The allocation of research space in the SEC
  - Contingencies for faculty occupying research space in the SEC and whose funding has expired, is delayed or temporarily interrupted
  - Cross-program, inter-school collaboration and cooperation on sponsored research projects

# The Senate SEC Space Committee Mission

- Encourage and participate in the development of a plan for the disposition of existing science and engineering facilities (Tompkins, Corcoran, Ross)
- Provide status reports to the Senate Executive Committee and/or the full Senate on request

# BoT Committee on the Science and Engineering Complex

- Board of Trustees
  - Nelson Carbonell (Chair)
  - Mark Hughes
  - Lydia Thomas
  - Gerald Lazarus
  - David Karlgaard

# BoT Committee on the Science and Engineering Complex

## ■ Administration

- Steven Lehrman, EVPAA and Provost
- Donald Lehman, Advisor to President Knapp
- Louis Katz, EVP and Treasurer
- Michael Morsberger, VP, Development
- Leo Chalupa, VP, Research
- Barbara Porter, Chief of Staff, Office of the President
- John Kudless, AVP, Principle Gifts
- Lorraine Voltes, External Relations

# BoT Committee on the Science and Engineering Complex

- Deans
  - Peg Barratt (CCAS)
  - David Dolling (SEAS)
- Faculty Senate
  - Joseph Cordes, ESIA
  - Hermann Helgert, SEAS
- Faculty
  - Can Korman, ECE
  - David Ramaker, CCAS
  - Linda Werling, SMHS
  - Vince Chiappinelli, SMHS
  - Jeffrey Akman, SMHS

# BoT Committee on the Science and Engineering Complex

- SEAS National Advisory Council
  - Allyn Kilsheimer (CEO, KCE Structural Engineers)
  - Nicholas Paleogolos (President, Miller and Long)
- CCAS National Advisory Council
  - Martin Pera (Keck School of Medicine, University of Southern California)
  - Ellen Zane (President and CEO, Tufts Medical Center)

# Operating Committee on the Science and Engineering Complex

- Administration
  - Donald Lehman
  - Alicia O'Neil Knight
  - Jeffrey Lenn
- Faculty Representatives
  - Randall Packer
  - Can Korman
  - Linda Werling
  - Vince Chiappanelli
- Faculty Senate
  - Hermann Helgert



# Building Parameters

- Single building on Square 55 - site of current parking garage
- Bounded by 22<sup>nd</sup> , I Street, 23<sup>rd</sup> , and H Street
- Total site area of 56,000 square feet
- 90% lot coverage of building
- Eight floors above grade, 6 floors below grade, including 4 floors for parking
- 110' height along I Street, 90' height along H Street to depth of 40 feet
- 400,000 square feet gross above ground
- 50,000 square feet gross below ground

# Building Parameters

- 300,900 square feet net assignable space
  - Research - 159,000 + Core
  - Teaching - 77,800
  - Dean/Offices - 9,400
  - Commons - 9,100
  - Support - 16,400
- Core - 29,200 square feet
  - Vivarium - 8,075
  - High-Bay - 2,800
  - Clean Room - 4,775
  - Imaging - 3,650
  - Greenhouse - 4,150 (Shelled)

# Building Layout

- Commons on floor 1
- Teaching laboratories on floors LL2 to 6
- Faculty and administrative offices on floors 2 to 6
- Forum/symposium/lecture hall on floor L1
- Shell space on floors 7 and 8
- Below grade parking on 4.5 floors
  - 328 spaces without valet parking
  - 378 spaces with valet parking spaces
- Retail space on I Street on floor 1– 5000 sq. ft.

# Occupants

- School of Engineering and Applied Science
  - Electrical and Computer Engineering
  - Computer Science
  - Mechanical and Aerospace Engineering
  - Civil and Environmental Engineering
  - Engineering Management and Systems Engineering

# Occupants

- Columbian College of Arts and Sciences
  - Biology
  - Chemistry
  - Physics
  - Hominid Paleobiology
- School of Medicine and Health Sciences
  - Participation in research centers, institutes and thematic research programs
  - Buildout of Vivarium on lower level 2
  - Sharing of core facilities between SEC and Ross Hall

# Interim Parking

- Replacement of 1250 spaces currently available in the University Parking Garage
  - 362 spaces under Square 54 building
  - 178 spaces under Square 80 building, additional spaces in planning
  - 328/378 (with valet) spaces under the SEC
  - Some staff parking at the Kennedy Center
  - Faculty parking in Duques

# Financial

- Estimated Cost - \$275 M
- Funding
  - Lease payments from Square 54 - \$7.1 M annually
  - Indirect cost reimbursement from research grants and contracts - \$5.0 M annually
  - Fund raising - \$100 M

# Fund Raising Pyramid

<u>Gift Level</u>	<u>Number of Gifts</u>	<u>Cum. Total</u>
■ \$40.0 M	1	\$40.0 M
■ \$20.0 M	1	\$60.0 M
■ \$10.0 M	1	\$70.0 M
■ \$ 5.0 M	2	\$80.0 M
■ \$ 2.5 M	3	\$87.5 M
■ \$ 1.0 M	6	\$93.5 M
■ \$ 0.5 M	6	\$96.5 M
■ \$ 0.25M	8	\$98.5 M
■ \$ 0.1 M	12	\$99.7 M
■ Small amounts	Many	\$ 100 M



# Examples of Naming Opportunities

<u>Venue</u>	<u>Number of Opportunities</u>	<u>Funding</u>
Building	1	\$ 50.0 M
Commons	1	\$ 25.0 M
High Bay	1	\$ 5.0 M
Collaboratorium	1	\$ 5.0 M
Neighborhoods	12	\$ 3.5 M
Large Interaction Area	2	\$ 3.0 M
Small Interaction Area	4	\$ 1.0 M
Dean's Suite	1	\$ 3.0 M

# Examples of Naming Opportunities

<u>Venue</u>	<u>Number of Opportunities</u>	<u>Funding</u>
Chemistry Research	1	\$ 3.0 M
SEAS Research	1	\$ 3.0 M
Teaching Labs	39	\$ 0.5 M
Research Labs	22	\$ 0.5 M
Greenhouse	1	\$ 2.0 M
Rooftop Terrace	1	\$ 2.0 M

# Development Time Lines

- March 25, 2011 - Completion of Design
- April 25, 2011 - DC Zoning Commission Preliminary Approval
- Late May 2011 - Demolition of Parking Garage
- October 2011 - Groundbreaking
- Late Fall 2011 - Completion of construction documents
- Late Fall 2011 - Start of Construction
- Late Fall 2014 - Completion of Construction
- Start of Spring Semester 2015 - Occupancy

## REPORT OF THE EXECUTIVE COMMITTEE

Michael S. Castleberry, Chair

May 6, 2011

1. I would like to take this opportunity to welcome new members to the Senate and welcome back some familiar faces as well. We anticipate a busy summer as we continue work that was begun during the previous Senate session and will continue into next year. These are matters you have heard about and will continue to hear about as we propose Senate action. These include the refinement of the membership and working responsibilities of the Budget Working Group, being lead by the Fiscal Planning and Budgeting Committee and Chairman Cordes, the review of the membership and workscope of the Benefits Advisory Group, which involves, at this point, the Executive Committee, the Director of Human Resources. and the Provost and includes the involvement of the Appointment, Salary, and Promotion Policies Committee (ASPP) and the Committee on Professional Ethics and Academic Freedom (PEAF), the proposal for the Gelman and University Libraries Study group which is winding its way to the Provost and President for their approval,. These are all important matters and will involve the participation of several Senate Committees.
2. Resolution 10/4, which proposes amending the *Faculty Code* so that recommendations to confer emeritus status are treated as appointments, was adopted by the Senate at its April 8<sup>th</sup> meeting. It was then forwarded to the President and the Provost for their review. As both concurred with the recommendation to amend the *Code* this matter is before the Academic Affairs Committee of the Board and the full Board for consideration by those bodies.
3. The latest report, dated April 19, 2011, submitted by Professor Cherian, Chair of the Faculty Senate Special Committee on the School of Nursing, is available at the meeting today, and will be included with the May Senate minutes.
4. You will note that not all Committee Chair nominations and Committee assignments for the 2011-2012 year have been completed. This is a busy time of year and we are endeavoring to finalize all of the assignments and begin the planning for Committee work earlier in the summer so that we will be organized and ready for the fall. We encourage all members of the Senate who have interests in Committee work to make their interests know to the Chair--we would not want anyone who wishes to serve not to have an opportunity to serve.
5. The Senate is advised that the PEAF Committee will be submitting a Resolution at the September meeting for an expansion of the Executive Committee and the Senate's membership to accommodate the School of Nursing now that it has a pool of candidates from which to select a senator.
6. The Senate will await receipt of the reports of two study groups, the Committee to Develop a Strategic Plan for International Programs, and the Athletics Review Committee. We will seek to have presentations on the work of these Committees early in the Senate year.
7. At this point in time, there are no nonconcurrences or grievances to report.

## REPORT OF THE EXECUTIVE COMMITTEE

Michael S. Castleberry, Chair

May 6, 2011

8. Again, I welcome you to your time of service in this body. We are the voice of the faculty on issues that affect the faculty and I invite and encourage, especially those of you who are new to service in this chamber, to provide your input about issues and concerns you believe this body should review and investigate. We are all in this together and the clarity with which we communicate with each other has much to do with our effectiveness in serving the interests of the members of the faculty and the greater university community.

9. The next meeting of the Executive Committee is on August 26th. Please submit any reports and drafts of resolutions to the committee one week before that date.

10. On behalf of the Executive Committee I wish you a wonderful summer break and look forward to continuing our work in the fall.