

**1.3. INSTITUTIONAL ENVIRONMENT. THE SCHOOL SHALL BE AN INTEGRAL PART OF AN ACCREDITED INSTITUTION OF HIGHER EDUCATION AND SHALL HAVE THE SAME LEVEL OF INDEPENDENCE AND STATUS ACCORDED TO PROFESSIONAL SCHOOLS IN THAT INSTITUTION.**

1.3.a. A brief description of the institution in which the school is located, and the names of accrediting bodies (other than CEPH) to which the institution responds.

GW Mission Statement: <http://trustees.gwu.edu/gw-mission-statement>

The George Washington University, an independent, private academic institution chartered by an Act of Congress of the United States in 1821, dedicates itself to furthering human well-being. The University values a dynamic, student-focused community stimulated by cultural and intellectual diversity and built upon a foundation of integrity, creativity and openness to the exploration of new ideas.

The George Washington University, centered in the national and international crossroads of Washington, D.C., commits itself to excellence in the creation, dissemination and application of knowledge.

To promote the process of lifelong learning from both global and integrative perspectives, the University provides a stimulating intellectual environment for its diverse students and faculty. By fostering excellence in teaching, the University offers outstanding learning experiences for full-time and part-time students in undergraduate, graduate and professional programs in Washington, D.C., across the nation, and abroad. As a center for intellectual inquiry and research, the University emphasizes the linkage between basic and applied scholarship, insisting that the practical be grounded in knowledge and theory. The University acts as a catalyst for creativity in the arts, the sciences and the professions by encouraging interaction among its students, faculty, staff, alumni and the communities it serves.

The George Washington University draws upon the rich array of resources from the National Capital Area to enhance its educational endeavors. In return, the University, through its students, faculty, staff and alumni, contributes talent and knowledge to improve the quality of life in metropolitan Washington, D.C.

Governing Documents:

- [The Charter of the George Washington University](#)
- [Bylaws of the George Washington University](#)

## **GW History**

GW is the largest institution of higher education in the District of Columbia. We have more than 20,000 students—from all 50 states, the District and more than 130 countries—studying a broad range of disciplines: from forensic science and creative writing to international affairs and computer engineering, as well as medicine, public health, the law and public policy.

GW comprises three campuses—Foggy Bottom and Mount Vernon in Washington, D.C., and the GW Virginia Science and Technology Campus in Ashburn, Va.—as well as several graduate education centers in the metropolitan area and Hampton Roads, Va. Within its 10 schools are full-time 2,260 faculty.

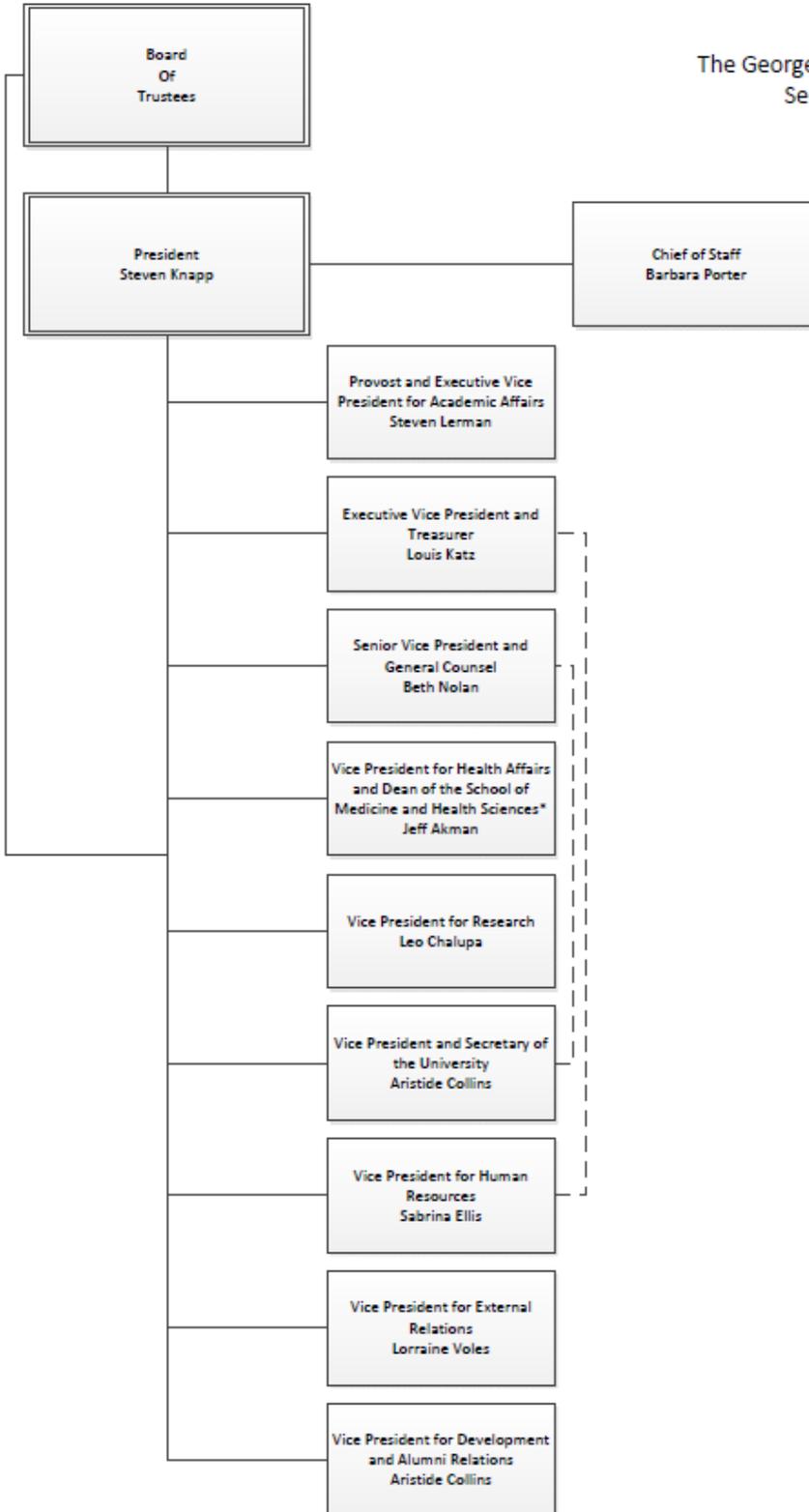
In addition to The Milken Institute School of Public Health, GW has nine other schools which are (in order of their establishment):

- Columbian College of Arts and Sciences
- School of Medicine and Health Sciences
- GW Law
- School of Engineering and Applied Science
- Graduate School of Education and Human Development
- School of Business
- Elliott School of International Affairs
- College of Professional Studies
- School of Nursing

Information regarding the accrediting bodies for all ten schools can be found at: <https://academicplanning.gwu.edu/accreditation-gw>.

**1.3.b. One of more organizational charts of the university indicating the school's relationship to the other components of the institution, including reporting lines.**

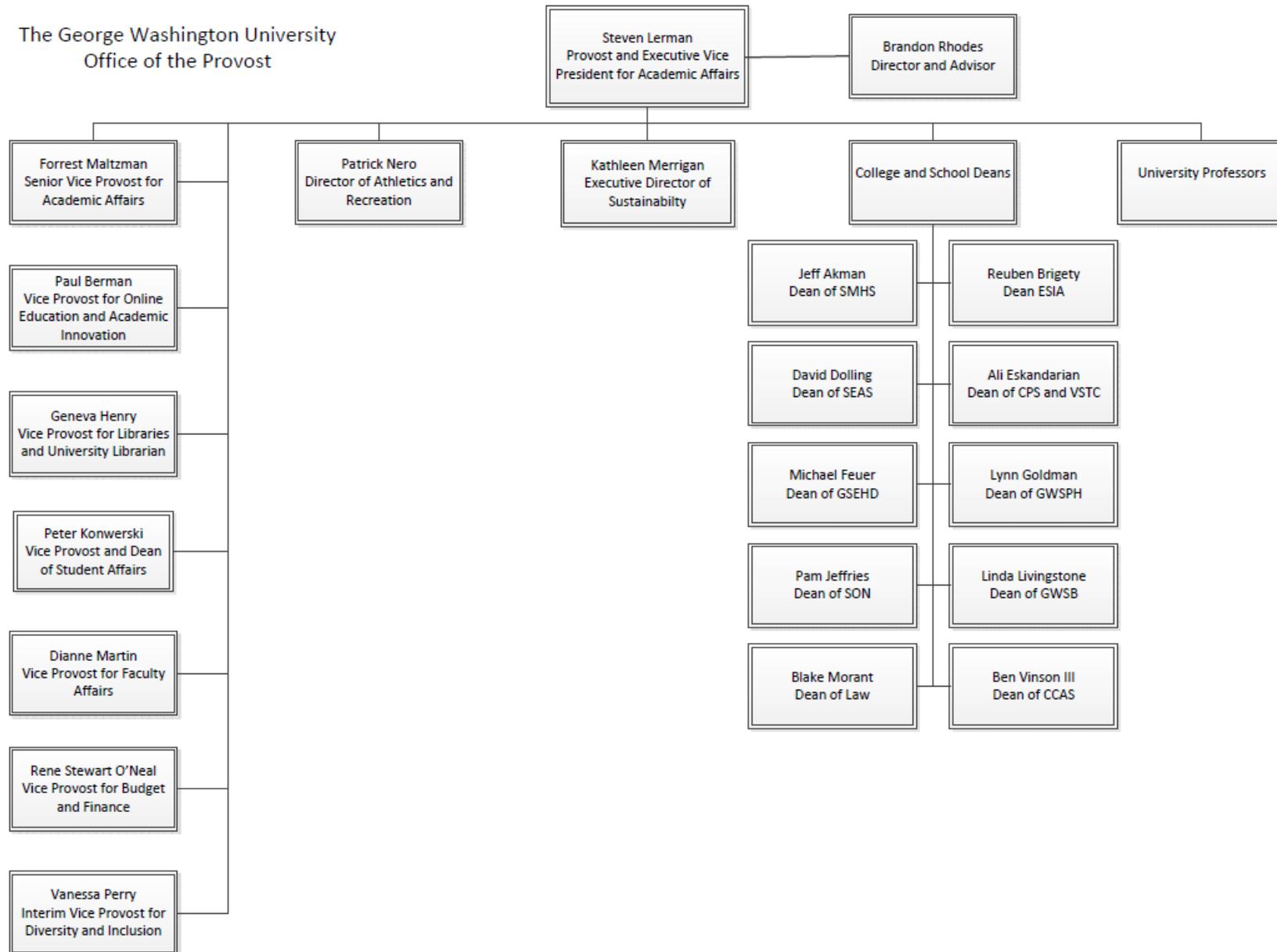
The George Washington University  
Senior Leadership



\*In his role as Dean of the School of Medicine and Health Sciences, Jeff Akman reports to Steven Lerman

2015-06

The George Washington University  
Office of the Provost



**1.3.c. Description of the school’s level of autonomy and authority regarding the following: budgetary authority and decisions relating to resource allocation; lines of accountability, including access to higher-level university officials; personnel recruitment, selection and advancement, including faculty and staff; and academic standards and policies, including establishment and oversight of curricula.**

### **Financial Oversight**

The central division of the Executive Vice President and Treasurer (EVPT) oversee all of the financial resources of the University. There exist two budget models for the various schools at the George Washington University. Most of the schools are considered “open units”, and as such, are managed collectively by the Executive Vice President and Treasurer’s Office which makes planning, resource allocation and other budgetary decisions on behalf of those units.

The Schools of Public Health, Medicine, and Law are considered “closed units”. They have a higher degree of autonomy due to the size and scope of each of these schools. They also have more responsibility for managing their revenues and expenses. The Executive Vice President and Treasurer’s Office supervises the SPH Finance Director and certain decisions related to resource allocation must be approved by that office. Thus, while the closed units have a higher degree of autonomy, these three schools still work very closely with the Executive Vice President and Treasurer’s Office on all aspects of budgetary authority and resource allocation.

While the School of Public Health is able to recruit and advance staff and faculty through the decentralized authority given to the School, we do adhere to all University policies related to selection and promotion for both staff and faculty. All decisions require coordination and approval through the University Human Resources Division as well as the Office of Faculty Recruitment and Personnel Relations. Key positions within the School maintain reporting lines to the President, Provost, Treasurer and the division of University Human Resources (HR).

The SPH is free to make investments in equipment or personnel and is responsible for funding these investments from its revenue and for responsibly managing its financial reserves. Like all of the closed unit schools the SPH pays allocation fees to the central GW Administration for services such as Registrar, Office of General Counsel, Accounting, Research Administration, etc. The operation and financing of school buildings, along with the negotiation and payment of leases, are the responsibility of all closed unit schools. Additionally, the closed unit schools fund deficits and build reserves based on their annual operating results. Finally, the Himmelfarb Medical Library and the SPH Research Laboratories are operated in SMHS facilities and the SPH reimburses the SMHS for them via Shared Service Agreements. There are multiple other interdepartmental transfers as well, to handle issues such as facilities rentals, security and housekeeping.

## **Faculty Recruitment and Advancement**

The departmental faculty determine the need for additional faculty and department chairs request searches from the Dean annually. The Dean reports to the Provost and annually makes a request to the Provost to approve SPH requests for faculty searches. Faculty Affairs functions are administered by a staff person of the School who coordinates with Provost Office staff. All SPH faculty are recruited and hired in accordance with University policy as defined by the Office of Faculty Recruitment and Personnel Relations. An overview of the complete hiring process and other documents related to faculty recruitment and hiring can be found in ***ERF 1.3.c.: Overview of Recruitment, Selection and Appointment Process for Faculty and Librarians*** and ***Faculty Diversity Advocate and Degree Verification Policy***. Searches that are approved are carried out by faculty search committees in accordance with SPH by-laws and the University Faculty Code. Requests for faculty appointments, promotion and tenure (APT) are initiated by Department Chairs to departmental APT committees, which report their decisions to a school-wide committee that advises the Dean regarding her recommendations to the Provost. The SPH Faculty Affairs Office assures that all faculty searches and hires adhere to university and SPH policies.

## **Staff Recruitment**

As is true for all units in GW, Human Resources (HR) Client Partners who directly report to the central University HR Office lead HR efforts in the School. Staff positions are also recruited and hired in accordance with University policy: <http://hr.gwu.edu/hiring-process>.

## **Academic Oversight**

The SPH departments and freestanding programs each have a curriculum committee. These departmental and programmatic committees provide the first layer of curriculum review and improvement, approval of e new programs and courses and changes to existing curriculum within the department. Other more significant program changes, such as the development of new programs or courses, curricular changes to requirements for existing programs, significant course changes such as credit levels, etc. must be reviewed and approved by the SPH Curriculum Committee and finally by the Provost's Office prior to implementation. The GW Council of Doctoral Programs, the Provost, and the Board of Trustees must review and approve new doctoral programs.

### **1.3.d. Identification of any of the above processes that are different for the school of public health than for other professional schools, with an explanation.**

As mentioned in Criteria 1.3.c., the Schools of Public Health, Medicine, and Law are considered closed units while the rest of the schools are open units. A brief explanation of the closed unit model has already been provided in Criteria 1.3.c. To our knowledge there is no significant different between these processes among those three professional schools.

**1.3.e. If a collaborative school, description of all participating institutions and delineation of their relationships to the school.**

Not applicable.

**1.3.f. If a collaborative school, a copy of the formal written agreement that establishes the rights and obligations of the participating universities in regard to the school's operation.**

Not applicable.

**1.3.g. Assessment of the extent to which this criterion is met and an analysis of the school's strengths, weaknesses and plans relating to this criterion.**

This criterion is met.

**Strengths:**

- The School of Public Health has the same organizational standing as all other Schools and Colleges of the University.
- The "open" budgetary model provides a higher level of financial autonomy than does the "closed" model.
- The university exercises strong oversight for critical financial and HR functions while allowing the SPH the same degree of autonomy as similar professional schools (law and medicine) at GW.
- All programs of the School that are eligible for accreditation by an outside body are accredited.

**Challenges:**

- None

**Future Plans:**

- None