GEORGE MASON UNIVERSITY
DRAFT MINUTES OF THE FACULTY SENATE MEETING
APRIL 4, 2018
Robinson Hall B113, 3:00 – 4:15 p.m.

Senators present: Alan Abramson, Dominique Banville, Jim Bennett, Alok Berry, Lisa Billingham, Virginia Blair, Melissa Broeckelman-Post, Carol Cleveland, Betsy DeMulder, Charlene Douglas, Christy Esposito-Smythers, David Gallay, Michael Gilmore, Michael Greve, Tamara Harvey, Dimitrios Ioannou, Bijan Jabbari, Rebecca Jones, Chris Kennedy, Larry Kerschberg, David Kravitz, Timothy Leslie, Bethany Letiecq, Keith Renshaw, Gregory Robinson, Esperanza Roman-Mendoza, Catherine Sausville, Solon Simmons, Suzanne Slayden, June Tangney, Girum Urgessa, Iosif Vaisman, Jenice View, Shelley Wong, S. David Wu, Masoud Yasai.


Visitors present: La Shonda Anthony, Director, Academic Integrity; Jeannie Brown Leonard, Dean, Student Academic Affairs – Advising, Retention, and Transitions; Eve Dauer-Wong, University Registrar; Kim Eby, Associate Provost for Faculty Affairs and Development; Peggy Griesinger, Metadata & Cataloging Librarian, University Libraries; Linda Harber, Vice President, Human Resources/Payroll and Faculty/Staff Life; Todd Kashdan, Professor of Psychology; Karyn Kessler, Associate Director, Curriculum and Instruction, INTO Mason; Michelle Lim, Director, Strategic HR Services and Faculty Consulting, Human Resources/Payroll; Janette Muir, Associate Provost, Academic Initiatives and Services; Shelley Reid, Director for Teaching Excellence, Stearns Center for Teaching and Learning; Marilyn Smith, Vice President and Chief Information Officer, Information Technology Services; Bethany Usher, Associate Provost, Undergraduate Education.

I. Call to Order: Chair Keith Renshaw called the meeting to order at 3:01 p.m.

II. Approval of the Minutes of March 7, 2018: The minutes were approved.

III. Announcements
   Provost Wu yielded his time.
   The Faculty Senate of Virginia will hold its annual meeting at Mason Saturday, April 7.
   AAUP/FSVA Panel: “Privatization of Higher Education” Sat Apr 7, 1:30 – 3:00 pm HUB (3-5).
   Memorial Service for Stanley Zoltek: Apr 25, 5-7 pm, Mason Club.

IV. Committee Reports
   A. Senate Standing Committees
      Executive Committee – Keith Renshaw, Chair
      The Executive Committee will hold is final scheduled meeting next Monday (April 9, 2018).
      We will set the agenda for the April 25th Faculty Senate meeting, so please send any agenda items to us by April 9th. We have an additional meeting of the Faculty Senate for continuation scheduled for May 2nd (if needed).

      Academic Policies – no report
      Budget and Resources – no report
Faculty Matters – no report.
Nominations – no report.
Organization and Operations – Lisa Billingham, Chair
Please read the April 25th meeting agenda as we will present a faculty liaison proposal.

B. Other Committees/Faculty Representatives

Faculty Handbook Revisions (Suzanne Slayden)
Second view and vote on proposed revisions

Faculty Handbook Revision Committee
Proposed Revisions to the Faculty Handbook
Faculty Senate meeting
April 4, 2018

The proposed revisions to multiple sections of Chapter 2 were presented to the Faculty Senate on Mar. 7 and 28, 2018. After discussion with faculty during and after those meetings, the committee proposed several revisions. The link to the revisions may be found at http://www.gmu.edu/resources/facstaff/senate/FacultyHandbook/fac-hndbk-rev-2018.htm.

The current 2017 Faculty Handbook can be found at http://www.gmu.edu/resources/facstaff/handbook/.

On behalf of the Committee, it is moved

That the Faculty Senate approve the proposed changes to the Faculty Handbook with no further revisions at this time other than those necessary to correct typographical and grammatical errors.

[Note: A motion to "refer to the Faculty Handbook Committee with instructions" is in order.]

If the changes are approved by the Faculty Senate, they will be submitted to the Board of Visitors for final approval.

Committee members: Alan Abramson (SSPG), Cynthia Lum (CHSS), Suzanne Slayden (COS).

The revisions were approved.
Academic Initiatives/Minority & Diversity Issues (Christy Pichichero)
Diversity and Inclusivity Statements in Faculty Hires (continued)
The Minority and Diversity Issues Committee has asked to table this discussion for the time being. They wish to gain more information and plan to return in the next academic year.

Undergraduate Council (Tim Leslie)

Proposed Revisions to Bylaws for Undergraduate Council

UNDERGRADUATE COUNCIL BYLAWS

ARTICLE I: Name
The name of this organization shall be the George Mason University Undergraduate Council (UC).

ARTICLE II: Purpose
The Undergraduate Council is an advisory and legislative board on curricular matters of undergraduate education at George Mason University in accordance with policies set forth by the Board of Visitors ensuring the quality and consistency of undergraduate education.

The principal function of the UC is to review and make recommendations to the Provost on behalf of the University regarding the undergraduate curriculum. This specifically includes:

a. Reviewing proposals for the creation, modification, or discontinuation of all undergraduate academic degree programs, certificate programs, new bachelor’s/accelerated master’s programs, minors, and courses;
b. Monitoring undergraduate program assessment;
c. Serving in an advisory capacity to the Senate regarding academic policies for undergraduates.

ARTICLE III: Members

Section A: UC Chairperson

1. Appointment:
The Committee Chair shall be the Associate Provost for Undergraduate Education. If there is no Associate Provost for Undergraduate Education, the chair shall be a tenured faculty member and shall be appointed by the Provost. The Chair cannot also serve as a faculty representative on the UC. The Chair is not a voting member of the UC.

2. Responsibilities and Duties:

a. The Chair is responsible for ensuring that UC decisions are coordinated with George Mason University policies, the George Mason University Faculty Senate, and procedures as set forth by the George Mason University Board of Visitors.
b. The Chair’s duties shall include:
   i. distribution of both the agenda and relevant information to the members of the Committee at least one week in advance of meetings;
   ii. collection and dissemination of the reports of UC committees in advance of UC meetings;
iii. referral of agenda items to sub-committees of the UC when necessary;
iv. managing charges and follow-up procedures with sub-committees that have been established by the UC;
v. presiding at UC meetings;
vi. overseeing the conduct of all votes among the UC;
vii. ensuring that the results of the decisions of the Undergraduate Council are published and communicated to the academic unit representatives.

Section B: Representatives

1. Representation:

a. The membership of the UC shall include the Chair, and two faculty representatives from each College/School/Academic Institute, and one member elected by and from the Faculty Senate.

i. The first faculty representative from each Unit shall be appointed by the Dean, while and

ii. the second faculty representative from each Unit shall be a full-time instructional faculty member selected by the academic unit in accordance with its bylaws.

ii. One member shall be elected by and from the Faculty Senate.

b. Non-voting members shall be invited to participate. They may be included from areas such as the following:

Academic Advising, Retention and Transitions (or representative from MAAN)
Undergraduate Student Government
Registrar’s Office
Distance Education
c. The term of membership is two years. In the case of a faculty vacancy, the Dean or Director shall appoint a replacement to complete the term unless the academic unit has provided otherwise for continued representation. Members, including those there by administrative appointment, are limited to three consecutive terms.

d. The responsibility of the Representatives shall include

i. reviewing all proposals brought to the council in a timely manner;

ii. providing information to the council about the proposed changes;

iii. working in good faith to support a strong Undergraduate Curriculum for the best interests of students and faculty;

iv. communicating all decisions of the Council to their faculty.

2. UC Sub-Committees:

a. Ad hoc or other sub-committees may be established by the UC as deemed necessary to discharge its functions and responsibilities.

b. Membership: The Chair and at least one other member of a committee must be members of the UC. Other members of the sub-committee may be appointed by the UC Chair upon approval of the UC.

c. The charge to a sub-committee shall include the composition, purpose, and completion date.

d. An ad hoc committee will make a final report to the UC, at which time it will be discharged.
Section C: Meetings

1. Regular Meetings: UC meetings shall be held monthly during the academic year.
2. Special Meetings: Additional meetings may be called by the Chair, with at least one week’s notice, as necessary.
3. Quorum: A quorum consists of two-thirds of the voting members. If a member cannot attend, he or she may appoint a substitute. This substitute may discuss and vote on matters before the Council at that meeting.
4. Super-majority votes: Most decision-making is based on a simple majority vote; for denying program related changes as well as modifying the UC Bylaws, a two/thirds majority vote of approval is required.

ARTICLE IV: Amendment of Bylaws

These bylaws may be amended at any regular meeting of the UC by a two-thirds vote, provided that the amendment has been submitted in writing at the previous regular meeting. An amendment to the bylaws shall take effect after the approval of the Faculty Senate, the Provost, and the President.

Introductory Remarks:
Senator Leslie: Now two years in existence, the proposed revision needed to clarify procedures. He highlighted rationales for several proposed revisions below:

- Article II: Purpose (line 1) “legislative” replaced by “administrative”: this is not a rule-making body.
- Article II: Purpose b. “Monitoring” replaced by “Providing a forum for disseminating” - Not big brother here.
- Article III: Members Section B. Representatives: A motion to amend the proposed revision (first line) was not approved.
- Article III: Membership Section B. Representatives: 1. Representation c. Removal of limits of three consecutive two-year terms, seen as overly aggressive. The committee is comprised of half faculty, half administrators. Do not wish to apply to faculty stricter rules than administrators have, as it is part of their job.
- Article III: Membership Section B. Representatives: 1 Representation d. Clarifies responsibilities of unit representatives on the Council. It will be their responsibility to communicate all decisions of the Council directly to their faculty.

Discussion/Questions: Several Senators asked if the Undergraduate Council does say no, how is it enforced (e.g., different units offering the same course)?
Answer: Proposals have gone back to college, been modified and then returned to the Council. Officially it is an advisory board. He has never seen or heard “no:”
Follow up: There is a need to spell out the process in by-laws should a “no” response occur as soon as possible.

The proposed revisions to the Undergraduate Council By-Laws were approved.

Academic Initiatives (Tim Leslie)
Motion regarding Mason Korea Faculty Handbook
Mason Korea was created as part of Mason’s global initiatives, the first students enrolled Spring 2018. It is part of a four university “Incheon” campus. The initial goal was for students to attend classes at Fairfax for semesters 4 and 5; this attendance has been delayed to semesters 6 and 7. A GPA requirement has been put in place that must be met before students are moved from Songdo to Fairfax. There are 40 students from Songdo on campus now. Central administration states they have received no official complaints regarding these students.

When we talk about money (in the wake of the Ras-Al-Khaimah campus collapse), Mason Korea LLC was created as part of the Mason Korea start-up process. It has its own board. There are no financial transactions between entities (except for Mason Korea LLC to pay for Mason Korea student tuition when those students are on campus in the US). All faculty hired at the Songdo campus are hired by the LLC. Fairfax faculty can option for a semester there, though this is not as common as originally predicted.

### Institutional Plans: New Majors

**New Majors approved by MOE in April, 2017**

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<tr>
<th>Major</th>
<th>Degree</th>
<th>Quota</th>
<th>Start Date</th>
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</thead>
<tbody>
<tr>
<td>Conflict Analysis &amp; Resolution</td>
<td>B.A., B.S.</td>
<td>200</td>
<td>Fall 2017</td>
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<tr>
<td>Systems Engineering</td>
<td>M.S.</td>
<td>100</td>
<td>Fall 2018</td>
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### Master Plan for Mason Korea Academic Programs

<table>
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<th>Programs</th>
<th>2017</th>
<th>2018-2020 (Future)</th>
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</thead>
<tbody>
<tr>
<td>Economics, (B.S. &amp; B.A.)</td>
<td>200</td>
<td>200</td>
</tr>
<tr>
<td>Global Affairs, (B.A.)</td>
<td>240</td>
<td>240</td>
</tr>
<tr>
<td>Management, (B.S.)</td>
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<td></td>
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<tr>
<td>Accounting, (B.S.)</td>
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<td>660</td>
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<tr>
<td>Finance, (B.S.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Systems Engineering, (M.S.)</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Conflict Analysis &amp; Resolution, (B.S. &amp; B.A.)</td>
<td>200</td>
<td>200</td>
</tr>
<tr>
<td>Under consideration: Curriculum &amp; Instruction, Computer Game Design, MBA, School of Policy, Government &amp; International Affairs etc.</td>
<td>600</td>
<td></td>
</tr>
<tr>
<td>Total Quota</td>
<td>1,400</td>
<td>2,000</td>
</tr>
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</table>
Shared Elements: Mason Korea and US graduates have identical degrees. Admissions standards are unchanged. Accreditation covers all campuses (e.g. not separate). Hiring for Mason Korea done in cooperation with/by US–based faculty. But there is no clear set of faculty rights or responsibilities established. Human Resources of Mason Korea is generally independent.

Faculty Rights: There is a lot of uncertainty. How to deal with faculty hired by a faculty unit in a public-private partnership? First step: a Handbook. Should Mason Korea have the same
handbook as the rest of GMU or should Mason Korea have its own handbook? Complicating favor: Korea-specific law. Today’s question: a vote on a clear philosophical stance.

**Motion Regarding Mason Korea Faculty Handbook**

The Academic Initiatives Committee moves that the Faculty Senate pass the following motion:

We, the Faculty Senate endorse the usage of the George Mason University Faculty Handbook for all faculty hired or assigned to work at GMU Korea. Where differences are required by local law or arise from specific local circumstance, those differences should be detailed in an addendum and rationale provided. The Faculty Senate reserves the right to verify that the addendum modifications are necessary and appropriate.

(Power point slides are also posted on the [Faculty Senate website](#).)

**Questions and Discussion:**

- **Is Mason Korea a private or public university?**  
  Answer: GMU is there, Mason Korea is operating it. It is a GMU campus staffed by persons hired by Mason Korea LLC.
- **Do they have representation in our Faculty Senate?**  
  Answer: We don’t have answers today on that.
- **Our Faculty Handbook is an ongoing process. As it exists at this moment, does it apply?**  
  Answer: Because many Songdo based faculty are term faculty, they may recommend text to our Faculty Handbook Committee regarding term faculty.
- **We say on paper they are the same people, do they recognize American concepts of academic freedom and faculty governance? They need a Faculty Senate and a Faculty Handbook. It is not fair to colleagues to say: if you want a Faculty Handbook, make one. Favors their coming under Faculty Handbook we have.**
- **How big is faculty?**  
  Answer: About 30. Do they only work for Mason? Answer: Adjuncts/Lecturers are free to work for more than Mason. There is a management chain in Mason Korea: President, deans, associate dean.
- **Are they evaluated by local dean in Virginia, by local management here, or at all?**  
  **Associate Provost Janette Muir:** They are evaluated. Materials come to department chair here for review.
- **Chair Renshaw:** Faculty are looking for structure, for protections, and what their obligations are.
- **Can we have access to documentation about Mason Korea?**  
  To get more information please send email to Tim Leslie ([tleslie@gmu.edu](mailto:tleslie@gmu.edu)). The Songdo website provides some documentation.
- **Do we envision tenure-track positions in Mason Korea?**  
  Answer: Right now, no, because of Korean law. There are all sorts of contingencies to figure out.
- **Will they or will we write proposals?**  
  Answer: We will get clarification on this question.
- **Associate Provost Muir added that it is important to remember faculty participation there, need for more faculty representation is good.**
- **Faculty there are asked to publish under GMU Korea vs GMU. Is that sensible?**  
  **Answer:** As a one university, this is a functional idea.
- **We need someone from that campus as representative or liaison to Faculty Senate. Response: Agree, as we build into other public-private partnerships: how to make it operational is something for the Faculty Senate to take on in the future.**

**The motion was approved.**
**Multilingual Academic Success Committee** (Shelley Reid)

Update & Annual Report. The Committee provided an extensive report with appendices. Some excerpts from the Executive Summary include:

This committee was created in December 2016 to identify needs of and resources for supporting multilingual students at Mason. We have sponsored several coordinated student surveys that identify 40-50% of Mason students as multilingual (international and resident). We have piloted a faculty survey that identifies needs for accessible resources. We are finding that peer institutions face similar challenges in identifying and supporting multilingual students. An initial draft of a faculty resource guide has been created. Initial plans are underway for a coordinated meeting with NVCC faculty about supporting multilingual students. For 2018-2019, the committee plans further surveys and resource guides.

**Discussion and questions:**

Question: There is a perception that NOVA students pass English 101/102 in lieu of TOEFL. Is this true? Associate Provost Janette Muir responded: As we are dealing with pathways students, they have to take English 125 in lieu of TOEFL.

Question: What about resources needed by the Writing Center? It has done incredible work. Where would you like to see more resources? Answer: The Writing Center received an increase of $200K annually since 2015, increasing capacity by 25%. There was a 28% decrease in unmet demand (est. 700 unfulfilled requests for AY 17-18) even with increased support. Tutoring better with better support, but there is still a lot more to be done. Suggestions included online synchronous/asynchronous tutors. The Writing Center will move from Robinson Hall A to Robinson Hall B. The Learning Resource Center has provided some resources and for graduate/undergraduate an agreement being renegotiated with INTO. Several university offices are thinking carefully of how to engage students such as OSCAR. In surveying students in English 302, there are a lot of students coming in with a range of language backgrounds (English only 40%, Multiple languages with English 40%, One language NOT English 15%, Multiple languages NOT English 5%).

In sum, MASC 17-18 (p. 24 of Report): Key Achievements:

- Better understanding of who Mason’s linguistically diverse students are.
- Better understanding of faculty perceptions and needs
- Better coordination of efforts to identify and meet needs.

Key Challenges that lie ahead:

- Identify the diversity of goals and needs within the ML student population.
- Create clear entry-points for student and faculty support.
- Provide specialist advice to students beyond the Writing Center.
- Provide specialist advice to faculty across the curriculum.

**Salary Equity Committee** (Bijan Jabbari) presented a brief report, updated and posted on the Faculty Senate website at [http://www.gmu.edu/resources/facstaff/senate/Faculty%20Salary%20Study%20Preso-FacSen.pdf](http://www.gmu.edu/resources/facstaff/senate/Faculty%20Salary%20Study%20Preso-FacSen.pdf).

Excerpts include:

In our Strategic Plan metric 7.3 “Faculty and staff compensation will be at or above the median of our peer group.” Mason’s faculty salary percentile rank amongst peers has declined for the last four years (32.9 percentile rank in 2013 to 16.4 percentile rank in in 2016). The median faculty salary at Mason remained more or less stagnant in the previous four years ($94,716 in 2013 to $95,081 in 2016), while the median salary of Mason’s SCHEV approved peer group increased ($97,398 in 2013 to $104,979 in 2016). Due to the salary increases this year at Mason, our
percentage rate amongst our peers may improve, but will most likely remain well below the median.

Questions/Discussion: A Senator noted among our SCHEV peers without COLA, we are really low when we consider that. How many schools are in the sample? Answer: Plus or minus thirty. Linda Harber noted our old SCHEV peers have now been adjusted to include those in areas with higher costs of living. The Term Faculty Task Force is working on this issue also. Question: What is your functional recommendation? When is this going to change? Professor Jabbari: When funding becomes available abundantly. Question: Did you look at comparing faculty and staff within Mason? Answer: HR has a good amount of information. HR has hired a consultant now working on data to compare term vs. tenure-track salaries. In comparing data across peer group, departmentalized information from peer group not available to us. Another Senator noted we tend to look at median, remember we have a lot of high profile people here. Response: The committee has data in the mean and with standard deviation. Comment: We would like to discuss how to remedy some of this. There is a bad problem with salary compression of associate professors; we’re not going to get a big influx of money. Chair Renshaw noted in last week’s Budget Model presentation, more money becomes available by school – deans have more resources.

V. New Business – none.

VI. Remarks for the Good of the General Faculty – none.

VII. Adjournment: The meeting adjourned at 4:17 p.m.

Respectfully submitted,
Shannon N. Davis
Secretary