I. Call to Order: Chair Shannon Davis called the meeting to order at 3:00 p.m.

II. Approval of the Minutes of April 24, 2019: The minutes were approved.

III. Announcements

Opening Remarks – Shannon Davis, Chair

Chair Davis welcomed everyone back and emphasized the importance of getting to know fellow senators. Senators present introduced themselves.

Senator Joe Scimecca invited everyone to come to the Mason Club.

Appointments: Melissa Broeckelman Post will serve as chair pro tempore
Suzanne Slayden will serve as Parliamentarian
Richard Craig and Meagan Call-Cummings will serve as Sergeants-at-Arms
Faculty Senate Reception @ Mathy House: Tuesday, Sept. 24, 2019, 5:30 – 7:30 p.m. Invitations distributed yesterday, please RSVP to facsen@gmu.edu.

There will be additional town halls about medical education: Friday, September 13, 2019 Krasnow 229 and Wednesday, September 25, 2019 3:00 – 4:15 pm in Robinson Hall B113. U.S. Senator Mark Warner will hold a Town Hall on college affordability Friday, September 13 at noon, with link to RSVP

Provost Wu: Welcomed back Senators and introduced new Senior Vice President Carol Kissal (who joined March 1, 2019). Senior VP Carol Kissal introduced the new leadership, organizational structure and primary responsibilities. See Attachment B for an overview of the SVP Organization.:  

SVP ORGANIZATION: New Leadership
- Lester L. Arnold, Sr., Vice President, Human Resources & Payroll, Faculty and Staff Life.
- Deb Dickenson, Vice President, Finance
- René Stewart O’Neill, Associate Vice President, Strategic Planning & Budget
- Bill Dracos, Associate Vice President, Business Services
- Steven E. Goldin, Director of Strategic Real Estate Initiatives
- Kevin Borek, Special Assistant for Information Technology
- Matt Kelly, Operations Manager

SVP ORGANIZATION: Strategic Planning Framework:
- Financial Health: Exceeding Financial Targets
- New Planning and Budget Process
- Enterprise Technology Assessment

SVP ORGANIZATION: Transformation
- Alignment of Department Goals with University Goals.
- Value Mapping
- Service Delivery Model
- New Practice: Business Process Improvement

Sr, Vice President Kissal invited everyone to the upcoming Town Hall on September 11, 2019, “Mason Momentum: Fall Update on the Budget, Financial Framework and Key University Initiatives”.

Janette Muir, Associate Provost for Academic Initiatives and Services introduced
- Mr. Doug McKenna, University Registrar
- Dr, Matthew Smith, Director of Accreditation
- Karyn Kessler, Academic Director of INTO

Kim Eby, Associate Provost for Faculty Affairs and Development, introduced
- Dr. Milagros (Millie) Rivera, Director of Faculty Diversity, Inclusion, and Well-being.
Provost Wu introduced Pam Shepherd, Communications Director with the Office of Provost to improve outreach and external facing communication about Mason’s accomplishments.

Provost Wu provided update on office of GMU President

- Interim President Holton started August 1st, transition has gone very smoothly.
- She has recruited the former secretary of Education, Ditra Trent, to succeed Frank Neville as chief of staff.

Provost Wu provided FY 2019-20 goals and indicated that AY 19-20, should be expected as a year of change. “Stay calm and carry on, we have a lot of work to do.” The university is moving forward with a lot of important agenda items. See Attachment A (FY 2019-20 Goals).

**Provost Wu took questions from the floor:**

Senator: According to Inside Higher Education, difference between amounts Virginia Tech appropriated this year ($168M) and GMU authorized to spend ($7.5M)?

Provost Wu provided clarification and indicated that the timeline in the article was misleading. State of VA committed $375M to expand technology education: $250M to Virginia Tech, and $125M to GMU. Virginia Tech received allocation in this year’s spending bill for to build innovation campus in northern VA, which is expected to take 4-5 years to develop. Mason received early approval for $7.5M for demolition of Original Building in Arlington Campus, and will be requesting its allocation in future spending bill.

Senator: Requested updated on developments related to the School of Computing

Provost Wu: The working group for School of Computing anticipates submitting their final report to Provost Wu soon. He will make it available soon after that.

Senators: Regarding Mason’s message of Access to Excellence: Along with freezing tuition, the number of full-time credit hours was changed from (12 -16 credit hours) to (12-15 credit hours). This change will negatively impact students taking classes in STEM fields which have 4 credit classes, as well as impact access for freshman level students to University 100 level courses. Some units offer 1-credit courses that are important for student well-being. They are marketed as not costing more, since they may not be eligible for credit towards graduation. These classes are very helpful for incoming freshmen in learning to adjust to university life, and because of change from 16 to 15 credits, they are likely to be dropped.

Provost Wu: The Tuition Freeze Initiative was from the legislature in Richmond. GMU’s six-year plan envisioned a 5% tuition increase on a continuous basis. The state provided GMU with the equivalent of a 5% increase to cover in-state undergraduate tuition (not for graduate or out-of-state students). Provost’s office is closely monitoring to minimize the impact of the 16th credit hour and shared relevant statistics

- In comparison with previous year, total number of students with 16+ credits declined by 0.3% (from 21.4% to 21.1%).
- 5,664 undergraduate students potentially impacted by change (21% of undergraduate students).
- GMU has prepared $3M financial assistance for hardship. 2,346 students were offered this assistance. 1,633 received aid and is estimated to be the number actually impacted.
- About 700 or so students have dropped one or more credits,
- Financial Aid process has helped to reduce number (some out of state, some in state)
• Regarding STEM impact, CHSS seems to be the most impacted: 1,389 students registered with 16+ credits, of that number, about 400 received financial assistance.
• In COS about 563 or so students with 16+ credits, 170 students received financial assistance.
• GMU has tried its best to minimize impact for students: CHSS with highest percentage, VSE, then COS, then CVPA - impact pretty spread out.
• Slightly higher amount of aid allocated for spring semester as well.
• Emphasis at the current moment is on assisting students in taking courses that count towards graduation.

Senator: Expressed concern about Mason being ranked at No. 11 in in the Princeton Review ranking of universities with Least Happy Students.

Provost Wu: The Princeton Review's ranking is based on survey of a small sample (150-300 students) and subject to small sample bias. Mason has been tracking student satisfaction with much broader statistics. Upcoming 2020 World University Rankings by Times Higher Education, indicates Mason’s ranking will be jumping 47 from last year. This ranking is based on much deeper and broader analysis than the Princeton Review

Senators: Raised concern about the false alarm for an active shooter on campus. Also expressed uneven alert messaging, both in content and timing, that went out to faculty, students and staff. Provost Wu: added this false alarm was a very unfortunate incident, but it also brought attention to areas that Mason is well-prepared for and areas that need a lot more preparation. A great deal of discussion in President's Council among deans how to prepare campus.

Julie Zobel, Associate Vice President, Safety, Emergency and ERM, apologized for the fear and anxiety caused to students, faculty and parents. They are seriously taking all the feedback received and are working towards communicating recommendations. There was a technical issue where vendor sent alert while testing demo for another school and they did not turn it off. We are looking at other vendors. A few additional points made were:
• Ready.gmu.edu has resources for Active Threat Training where department looks at specific spaces.
• There is also an Active Threat Video for self-awareness and training.
• Emergency Management workshops go over resources to deal with active threats.

A motion to postpone committee reports and move to elections was made, seconded and approved.

IV. Special Orders
A. Elections
Melissa Brockelman-Post, Chair of the Nominations Committee thanked everyone for nominations. 123 people were nominated for at least one committee, with 66 slots to fill. Faculty Senate Standing Committees are all Faculty Senators. University Standing Committees have at least one Senator, some have two or three Senators. With 50 elected Senators, we have to ask some to serve on more than one committee. To spread responses as much as possible, balancing colleges/schools, returnees and new folks. She
presented the nominations for the 2019-20 academic year. One person is nominated for each slot, nominations may also come from the floor. Nominees appear in red.

Faculty Committees: Continuing Members and Nominees

Election of Members of Faculty Senate Standing Committees

FACULTY SENATE STANDING COMMITTEES
2019-2020 ACADEMIC YEAR

ACADEMIC POLICIES
Suzanne Slayden (COS-2020)
Richard Craig (CHSS- 2020)
Jie Zhang (COS)
Catherine Sausville (COS)
Zachary Schrag (CHSS)

BUDGET & RESOURCES
Tim Leslie (COS-2020)
James Conant (Schar- 2020)
Alok Berry (VSE)
Masoud Yasai (BUS)
Tamara Harvey (CHSS)

FACULTY MATTERS
Kun Sun (VSE-2020)
Bethany Letiecq (CEHD)
Jenna Krall (CHHS)
Solon Simmons (S-CAR)
Joe Scimecca (CHSS)

ORGANIZATION AND OPERATIONS
Ginny Blair (CHHS- 2020)
Megan Call-Cummings (CEHD-2020)
Carol Cleaveland (CHHS-2020)
Lisa Billingham (CVPA)
Larry Kerschberg (VSE)
No additional nominations were made from the floor and the nominees to the Academic Policies, Budget & Resources, Faculty Matters and Organization and Operations Committees were approved.

NOMINATIONS (new members must be nominated from floor)
Melissa Broeckelman-Post (CHSS-2020)
Dominique Banville- CEHD-2020
Daniel Menascé (VSE-2020)
Christy Esposito-Smythers (CHSS) and Robert Pasnak (CHSS) were nominated from the floor. The nominations were approved.

SECRETARY (must be nominated from the floor)
Kumar Mehta (BUS) was nominated from the floor. No further nominations from the floor were made, nominations were closed. The nomination was approved.

Election of Members of University Standing Committees

UNIVERSITY STANDING COMMITTEES
2019-2020 ACADEMIC YEAR
Term expiration dates listed as AY 2019-2020, 2020-2021, or 2021-2022
Faculty Senators appear in BOLD type.
*Provost appointee ** Dean of Admissions appointee ***Equity Office appointee

ACADEMIC APPEALS
Catherine Wright (CHSS – 2020)
Heather Anderson (Honors College – 2020)
Shanjiang Zhu (VSE – 2020)*
Tamara Harvey (CHSS)
Carmen Rioux-Bailey (CEHD)
Aoi Yamanaka (CHSS)

Heather Anderson has moved to Oregon. Linda Merola (CHSS) was nominated from the floor. A motion was made to close nominations.

ADMISSIONS
Andrew Bunting (Director of Admissions Operations) **
Megan Erb (COS-2020)
Cameron Harris (Business – 2020)
Ana Stoehr (CHHS-2020)
Ashley Yuckenberg (Business - 2020)

Karen Reedy (CVPA)
Tim Curby (CHSS)

ADULT LEARNING AND EXECUTIVE EDUCATION COMMITTEE
Christopher Koper (CHSS – 2020)
Suzanne de Janasz (S-CAR – 2020)
Kammy Sanghera (VSE)
Robert Pasnak (CHSS)
Sharon Williams van Rooij (CEHD)

ATHLETIC COUNCIL
Dominique Banville (CEHD) (Chair, Faculty Athletic Representative)
Delton Daigle (SSPG – 2020)
Jacqueline McDowell (CEHD - 2020)
Ana Stoehr (CHHS – 2020)
Jennifer Brielmaier Sontag (CHSS)

EFFECTIVE TEACHING
Gabriele Belle (COS – 2020)
Jennifer Hathaway (CEHD - 2020)
Divya Varier (CEHD – 2020)
Tom Wood (CHSS – 2020)
Alexandria Zylstra (Business - 2020)
Cheryl Oetjen (CHHS)
Esperanza Roman-Mendoza (CHSS)

EXTERNAL ACADEMIC RELATIONS
(must have at least three Senators)
Brett Josephson (Business -2020)
Mark Katz (SSPG– 2020)*
Rebecca Sutter (CHHS -2020)
Linda Monson (CVPA)
James Olds (SCHAR)
Alok Berry (VSE)
FACULTY EQUITY AND INCLUSION COMMITTEE
Sherrice M. Moijgani (CVPA - 2020)

Betsy DeMulder (CEHD)
Xiaomei Cai (CHSS)
Ricardo Vivancos-Perez (CHSS)
Kelly Knight (COS)

FACULTY HANDBOOK REVISION
(3-year terms, must be tenured)
Cynthia Lum (CHSS – 2020)
Girum Urgessa (VSE – 2021)
Suzanne Slayden (COS)

GRIEVANCE
(must be tenured, cannot be a chair or administrator)
Carol Cleaveland (CHHS – 2020)
Mohan Venigalla (VSE - 2020)
John Farina (CHSS)
Catherine Gallagher (CHSS)
Jim Bennett (CHSS)
Kumar Mehta (BUS) withdrew his nomination.
Jim Bennett (CHSS) was nominated from the floor. The nomination was approved.

MASON CORE COMMITTEE (3-year terms)
Abena Aidoo (CEHD)*
Lorelei Crerar (COS – 2021)
Cheryl Druehl (Business)*
Kelly Dunne (CHSS – 2020)
Jason Kinser (COS)*
Laura Poms (CHHS – 2021)
Mara Schoeny (S-CAR)*
Ali Weinstein (CHHS – 2020)
Courtney Wooten (CHSS – 2021)
Melissa Broeckelman-Post (CHSS)
Benjamin Steger (CVPA)
Jane Hooper (CHSS)
Stephanie Foster (Associate Director, Undergraduate Education, Office of the Provost), ex-officio
Shelley Reid (Director for Teaching Excellence, Stearns Center for Teaching and Learning), ex-officio
Bethany Usher (Associate Provost for Undergraduate Education), ex-officio

MULTILINGUAL ACADEMIC SUPPORT COMMITTEE

Pierre Rodgers (CEHD – 2020)
Tom Winston (VSE - 2020)
Deborah Sanchez (INTO-Mason)

Representatives from specified areas below:
Sara Mathis (CHSS), Basic Communication Course Coordinator
Stephanie Foster, Associate Director, Undergraduate Education, ex-officio
Karyn E. Kessler, Associate Director, INTO Mason
Tom Polk, Director, Writing Across the Curriculum, English
Susan Lawrence, Director, The Writing Center, English
Erin McSherry, Director of Advising and Retention, CHSS
Shelley Reid, Stearns Center for Teaching and Learning
Lori Cohen Scher, Assistant Dean, University Life/Director, Academics, Higher Education Program
Courtney Adams Wooten (CHSS), English/Director, Composition
Maoria Kirker, University Libraries

RECREATION ADVISORY COMMITTEE

Angelina Harman (CHHS-2020)
Syd Hasan (Business -2020)
Robert Pasnak (CHSS - 2020)

RESEARCH ADVISORY COMMITTEE

(3-year terms, must be tenure-line faculty and have at least two Associate and two Full Professors, must represent five colleges or schools)
Faye Taxman (CHSS – 2021)
Jamie Lester (CHSS-2021)
Lance Liotta (COS – 2020)
Amarda Shehu (VSE – 2020)
Ali Weinstein (CHHS)
Andrea Weeks (COS)
Alan Abramson (Schar)

Andrew Novak (CHSS) Faculty Representative to BOV Research Committee, ex officio
SALARY EQUITY STUDY
Neda Masoudian – Equity Office appointee
Cristiana Stan (COS-2020)
Robert Weiler (CHHS – 2020)*
   Nirup Menon (BUS)
   Allison Redlich (CHSS)

UNIVERSITY PROMOTION, TENURE AND RENEWAL APPEAL (UPTRAC)
Three members, must be tenured faculty:
Christopher Koper (CHSS – 2020)
   Larry Kerschberg (VSE)
   Anthony Sanders (BUS)
Two alternates, must be tenured faculty:
   Xiaoquan Zhao (CHSS- alternate)
   Stefan Toepler (SSPG-- 2020)
Two tenured administrators, appointed by the Provost:
   Germaine Louis (Dean, College of Health and Human Services – 2020)
   Janette Muir (Associate Provost, Academic Initiatives and Services - 2019)
   One alternate tenured administrator, appointed by the Provost:
      Maury Peiperl (Dean, School of Business – 2020)

WRITING ACROSS THE CURRICULUM
One member from each unit that offers undergraduate degrees)
   Lorelei Crerar (COS - 2020)
   Douglas Eyman (CHSS - 2020)
   Dimitrios Ioannou (VSE - 2020)
   Douglas Irvin-Erickson (S-CAR-2020)
   Gene Shuman (VSE - 2020)
   Tommy Britt (CVPA)
   David Gallay (BUS)
   Denise Osborne-Harrison (CHHS)
   Marcy Fyock (CEHD)
   Tommy Britt, WAC Program Director, ex-officio
The nominations to the University Standing Committee slate (above) were approved.

ACADEMIC INITIATIVES
Janette Muir (Associate Provost for Academic Initiatives & Services), ex-officio

**Kumar Mehta (BUS)** withdrew his nomination to serve on the Academic Initiatives Committee. **Solon Simmons (S-CAR)** volunteered to serve on the Academic Initiatives Committee. The nomination was approved.

**TECHNOLOGY POLICY**
(must include two Senators)
Chris Barthold (CEHD - 2020)
Lance Liotta (COS - 2020)
Bob Osgood (VSE – 2020)*
Catherine Sausville (COS)
Aditya Johri (VSE)
Debra Sprague (CEHD)
Harry Foxwell (VSE)

The nominees to the Academic Initiatives and Technology Policy Committees were approved.

Election of Faculty Representatives

**FACULTY REPRESENTATIVES TO THE BOARD OF VISITORS AND ITS COMMITTEES:**
(elections to be held in April)
Shannon Davis (CHSS), Chair of the Faculty Senate, serves as a non-voting member of the Board of Visitors

**Academic Policies, Diversity, and University Community Committee (APDUC):**
Christy Pichichero (CHSS – 2020) and **Keith Renshaw (CHSS – 2021)**

**Audit Committee:** Edward Douthett (School of Business)

**Development Committee:**
**FACULTY REPRESENTATIVES ELECTED TO COMMITTEES**
No further nominations were made from the floor and the slate was approved.

**FACULTY REPRESENTATIVE TO THE ACADEMIC INTEGRITY ADVISORY COMMITTEE**: Noele Simmons (INTO-Mason)

**FACULTY REPRESENTATIVE TO THE ADVISORY BOARD FOR EXPORT COMPLIANCE**: Kathryn Laskey (VSE - 2020) (two-year term)

**FACULTY REPRESENTATIVE TO THE GMU FOUNDATION BOARD OF TRUSTEES**: (We nominate three, the BOT chooses one to serve a two-year term.)
- Dan Polsby (ASLS)
- Keith Renshaw (CHSS)
- Christy Esposito-Smythers (CHSS)

**FACULTY REPRESENTATIVES TO THE GIFT ACCEPTANCE COMMITTEE** (Includes the Faculty Senate Chair and both Representatives to the BOV Development Committee)
- Chris Kennedy (COS)
- Shannon Davis (CHSS), Chair of the Faculty Senate
- Alan Abramson (Schar) (elected May 2019)

**FACULTY SENATE REPRESENTATIVE TO THE GRADUATE COUNCIL**: (one year term)
- Larry Kerschberg (VSE)

**FACULTY REPRESENTATIVE TO THE INFORMATION TECHNOLOGY GOVERNANCE GROUP** (one year term)
- Ashley Yuckenberg (BUS)

**FACULTY REPRESENTATIVES TO THE INTELLECTUAL PROPERTY COMMITTEE**
(three year term)
Tamara Maddox (VSE)
David Lattanzi (VSE – 2020)
Aarthi Narayanan (COS - 2021)

FACULTY SENATE REPRESENTATIVES TO THE NEW VENTURES ADVISORY COUNCIL:
(one or two year terms)
Keith Renshaw (CHSS)
David Wong (COS)
Shannon Davis (CHSS), Chair of the Faculty Senate, ex-officio

FACULTY SENATE REPRESENTATIVE TO THE OUTSTANDING ACHIEVEMENT AWARDS COMMITTEE: Pierre Rodgers (CEHD)
(one year term)

FACULTY REPRESENTATIVE TO THE TECHNOLOGY LEADERSHIP COUNCIL:
Esperanza Roman-Mendoza (CHSS)
(one year term)

FACULTY REPRESENTATIVE TO THE UNDERGRADUATE COUNCIL:
Charles Robison (CEHD)
(two-year term)

FACULTY SENATE REPRESENTATIVE TO THE UNIVERSITY NAMING COMMITTEE:
Harold Geller (COS -2020)
(two-year term)

FACULTY REPRESENTATIVES TO THE PRESIDENTIAL SEARCH COMMITTEE
(announced by the BOV July 26, 2019)
Shannon Davis, (CHSS), Chair of the Faculty Senate, serves as co-chair of the committee
Denise Albanese, (CHSS) Professor of English and Director of Cultural Studies
Girum Urgessa, (VSE), Associate Professor, Civil, Environmental and Infrastructure Engineering
V. Committee Reports
A. Senate Standing Committees
   Academic Policies - Suzanne Slayden, Chair

1. Academic calendar

The 3-year academic calendar Fall 2019-Spring 2022 is attached. This is a comprehensive calendar that includes the regular 15-week semesters, the new 7.5-week half-semesters, and the summer sessions.

a. Summer sessions - the AP Committee believes that it is no longer necessary for the Faculty Senate to review and approve the Summer session calendar each year. The lengths of the various traditional sessions (5½, 8, 10, 12) are now well-established and conform to the required number of Carnegie meeting minutes for credit-hour courses. The various deadlines (add, drop, withdrawal) are now proportional to those in the 15-week semester as required by previously-approved academic policy.

Motion: Any proposed changes to the summer session calendars must be reviewed and approved by the Faculty Senate. The motion was approved.

b. 7.5-Week sessions – The two Fall 7.5-week sessions (I and II) fit within the regular 15-week session calendar because of the extra days that are holidays in the Fall Semester. Because there are no holidays in Spring Semester, the two Spring 7.5-week sessions do not fit. From prior discussion with the Faculty Senate, it was decided to start 7.5-week Session I on the Wednesday before the regular session classes start and end the Friday before Spring Break. (The alternative was to start the 7.5- and 15-week sessions on the same day and hold the 7.5 week session final exams during Spring Break.)

c. 15-Week semester –

A permanent Drop Deadline has not yet been approved by the Faculty Senate. The Academic Policies Committee hopes to propose a permanent Drop Deadline for Faculty Senate approval later this semester. In the meantime, the Drop Deadline is 22 calendar days from and including the first day of classes (3 weeks).

The period of time between the Drop deadline (end of 3rd week) and the beginning of Selective Withdrawal (5th-9th weeks) has been called "Self-withdrawal". The term is not satisfactory, and the AP Committee and Registrar propose that the period be re-named as "Unrestricted withdrawal" since students do not need permission to withdraw and they may withdraw from an unlimited number of courses.

Traditionally, Fall semester classes have started the Monday before Labor Day. This works well for most years unless that Monday is Aug. 29-31, in which case Winter Graduation falls on Dec. 22-24. For the 7 years of possible traditional Monday start dates, 4 of them are the 4th Monday in August. The late Mondays, Aug. 29-31, are the 5th Monday in August. In order to end the semester earlier, the Academic Policies Committee recommends that the first day of classes of the Fall semester be the 4th Monday in August.
**Motion:** The first day of classes for the Fall semester will be the 4th Monday in August.  
*The motion was approved*

**Motion:** The Academic Policies Committee recommends that the Faculty Senate approve the 3-year Academic Calendar 2019-2022.  *The motion was approved.*
2. Selective Withdrawal policy

Selective Withdrawal for Undergraduates Fac. Sen. Minutes, May 4, 2004

Undergraduates enrolled in bachelor’s degree programs are eligible to withdraw from a limited number of classes without the dean’s approval and at the student’s own discretion. Students may process a maximum of three such selective withdrawals during their entire undergraduate career at Mason. The three classes may have any number of credits. The academic calendar for each semester will include an open withdrawal period beginning the day after the last day to drop the class and extending through the ninth week. For classes shorter than a semester (14 weeks), the period will be set in proportion to the length of the class.

Currently, only degree-seeking undergraduate students are eligible for Selective Withdrawal. There does not seem to be any reason to exclude non-degree undergraduate students and there is no mention of the issue in the Minutes of 5/4/2004. Non-degree students should be eligible for Selective Withdrawal under the same terms as degree-seeking students.

Motion: All undergraduate students, whether non-degree or degree-seeking, are eligible for Selective Withdrawal.

The motion was amended to add “That this policy become effective immediately and all relevant university offices be told about it immediately.” The amendment was approved.

Discussion: Why not include graduate students?

Senator Slayden: They were not considered last spring. The issue will need to go through the Graduate Council and we can certainly contact them about this.

If the motion is approved, the University Catalog would read:

Degree-seeking and non-degree undergraduate students are eligible to withdraw from courses without the dean’s approval and at the student’s discretion during two withdrawal periods: unrestricted withdrawal during which students may withdraw from one or more courses (after the last day to drop a course until the end of the 5th week of the semester) and selective withdrawal during which students may withdraw from a maximum of three courses during their entire undergraduate career at Mason (from the 6th week to the end of the 9th week of the semester). For the purpose of selective withdrawal, the three courses may have any number of credits and lecture and laboratory sections in which a student is co-enrolled are not counted as separate courses. For courses that meet for fewer than 15 weeks, the drop and withdrawal periods will be set in proportion to the length of the course.

The motion as amended was approved.
### UNIVERSITY ACADEMIC CALENDAR: Three Year Calendar  
Fall 2019 - Summer 2022

<table>
<thead>
<tr>
<th>15 Week Session</th>
<th>Fall 2019</th>
<th>Fall 2020</th>
<th>Fall 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FALL SEMESTER</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Labor Day (university closed)</td>
<td>Mon. Sept 2</td>
<td>Mon. Sept 7</td>
<td>Mon. Sept 6</td>
</tr>
<tr>
<td>Last Day to Add (census)</td>
<td>Tue. Sept 3</td>
<td>Mon. Aug 31</td>
<td>Mon. Aug 30</td>
</tr>
<tr>
<td>Last Day to Drop</td>
<td>Tue. Sept 17</td>
<td>Tue. Sept 15</td>
<td>Tue. Sept 14</td>
</tr>
<tr>
<td>Monday Classes/Labs Meet (Tuesday classes do not meet this week)</td>
<td>Tue. Oct 15</td>
<td>Tue. Oct 13</td>
<td>Tue. Oct 12</td>
</tr>
<tr>
<td>Last Day of Class</td>
<td>Sat. Dec 7</td>
<td>Sat. Dec 5</td>
<td>Sat. Dec 4</td>
</tr>
<tr>
<td>Reading Day(s)</td>
<td>Mon. Dec 9 – Tue. Dec 10</td>
<td>Mon. Dec 7 - Tue. Dec 8</td>
<td>Mon. Dec 6 – Tue. Dec 7</td>
</tr>
<tr>
<td>Degree Conferral</td>
<td>Sat. Dec 21</td>
<td>Sat. Dec 19</td>
<td>Sat. Dec 18</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>7.5 Week Session I</th>
<th></th>
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<th></th>
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</thead>
<tbody>
<tr>
<td>Last Day to Drop</td>
<td>Fri. Aug 30</td>
<td>Fri. Aug 28</td>
<td>Fri. Aug 27</td>
</tr>
<tr>
<td>Labor Day (no classes)</td>
<td>Mon. Sept 2</td>
<td>Mon. Sept 7</td>
<td>Mon. Sept 6</td>
</tr>
<tr>
<td>Winter Graduation</td>
<td>Thu. Dec 19</td>
<td>Thu. Dec 17</td>
<td>Thu. Dec 16</td>
</tr>
<tr>
<td>Degree Conferral</td>
<td>Sat. Dec 21</td>
<td>Sat. Dec 19</td>
<td>Sat. Dec 18</td>
</tr>
<tr>
<td>Event</td>
<td>Spring 2020</td>
<td>Spring 2021</td>
<td>Spring 2022</td>
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<tr>
<td><strong>7.5 Week Session</strong></td>
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<tr>
<td>Last Day to Add</td>
<td>Fri. Jan 17</td>
<td>Fri. Jan 15</td>
<td>Fri. Jan 14</td>
</tr>
<tr>
<td>MLK Day <em>(university closed)</em></td>
<td>Mon. Jan 20</td>
<td>Mon. Jan 18</td>
<td>Mon. Jan 17</td>
</tr>
<tr>
<td>Last Day to Add <em>(census)</em></td>
<td>Tue. Jan 28</td>
<td>Tue. Jan 26</td>
<td>Tue. Jan 25</td>
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<tr>
<td>Last Day to Drop</td>
<td>Tue. Feb 11</td>
<td>Tue. Feb 9</td>
<td>Tue. Feb 8</td>
</tr>
<tr>
<td>University Commencement</td>
<td>Fri. May 15</td>
<td>Fri. May 14</td>
<td>Fri. May 13</td>
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<tr>
<td>Degree Conferral</td>
<td>Sat. May 16</td>
<td>Sat. May 15</td>
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<tr>
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<td>Fri. Jan 17</td>
<td>Fri. Jan 15</td>
<td>Fri. Jan 14</td>
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<tr>
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<td>Mon. Jan 20</td>
<td>Mon. Jan 18</td>
<td>Mon. Jan 17</td>
</tr>
<tr>
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<td>Tue. Jan 21</td>
<td>Tue. Jan 19</td>
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<td>Thu. Dec 19</td>
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<tr>
<td>Event</td>
<td>Start Date</td>
<td>End Date</td>
<td>Start Date</td>
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<tr>
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<td>University Commencement</td>
<td>Fri. May 15</td>
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<tr>
<td>Degree Conferral</td>
<td>Sat. May 16</td>
<td>Sat. May 15</td>
<td>Sat. May 14</td>
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<tr>
<td>Last Day to Add</td>
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<td>Wed. Mar 17</td>
<td>Wed. Mar 16</td>
</tr>
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<td>Last Day to Drop</td>
<td>Fri. Mar 20</td>
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<td>Selective Withdrawal Period</td>
<td>Fri. Apr 3 – Thurs. Apr 9</td>
<td>Fri Apr 2 – Thurs Apr 8</td>
<td>Fri Apr 1 – Thurs Apr 7</td>
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<td>Last Day of Classes</td>
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<td>Examination Period</td>
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<td>Mon. May 3 – Tue. May 4</td>
<td>Mon. May 2 – Tue. May 3</td>
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<td>Degree Conferral</td>
<td>Sat. May 16</td>
<td>Sat. May 15</td>
<td>Sat. May 14</td>
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<td>SUMMER TERM</td>
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<td>Summer 2021</td>
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<td>12 Week Session</td>
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<td>Mon. May 17</td>
<td>Mon. May 16</td>
</tr>
<tr>
<td>Memorial Day <em>(university closed)</em></td>
<td>Mon. May 25</td>
<td>Mon. May 31</td>
<td>Mon. May 30</td>
</tr>
<tr>
<td>Last Day to Add/Drop <em>(census)</em></td>
<td>Tue. May 26</td>
<td>Tue. May 25</td>
<td>Tue. May 24</td>
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<tr>
<td>Degree Conferral</td>
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<td>Sat. Aug 20</td>
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<td>Session A: 5 Week</td>
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<td>Mon. May 18</td>
<td>Mon. May 17</td>
<td>Mon. May 16</td>
</tr>
<tr>
<td>Last Day to Add/Drop <em>(census)</em></td>
<td>Wed. May 20</td>
<td>Wed. May 19</td>
<td>Wed. May 18</td>
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<tr>
<td>Memorial Day <em>(university closed)</em></td>
<td>Mon. May 25</td>
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<td>Degree Conferral</td>
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<td>Sat. Aug 20</td>
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<td>Session B: 8 Week</td>
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<td>Mon. Jun 1</td>
<td>Tue. Jun 1</td>
<td>Tue. May 31</td>
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<td>Event</td>
<td>Session A</td>
<td>Session B</td>
<td>Session C</td>
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<tr>
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<tr>
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<tr>
<td>(undergraduates Only)</td>
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<tr>
<td>Last Day to Add/Drop (census)</td>
<td>Fri. May 22</td>
<td>Fri. May 21</td>
<td>Fri. May 20</td>
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<tr>
<td>(undergraduates only)</td>
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<td>(university closed)</td>
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</table>
What Has Changed?

This is the proposed Three-Year University Academic Calendar to run from Fall 2019 to Summer 2022. This calendar incorporates two new 7.5 Week Sessions into the regular 15-week semester known as “7.5 Week Session I” and “7.5 Week Session II,” respectively.

A 7.5 Week and 5 Week Online Only Part of Term have also been added to the Summer term as “Session E: 7.5 Week” and “Session F: 5 Week (Online Only).”

With regards to the 15 Week Academic Semester – the last day to drop has been adjusted to 22 calendar days until Faculty Senate sets and approves new guidance. Fall 2019 – Last Day to Selective Withdraw was corrected to add an additional day.

Notes:
We are proposing adopting the standard start date for each fall semester as the fourth Monday in August. See the attached detail of future Fall semester start and end dates.

Proposed Guideline for First Day of Classes Each Fall Semester
In order to accommodate the various requirements for the fall academic semester, and to provide stability for long-term planning, the fourth Monday of August will be the first day of classes each fall semester.

The latest Last Day of Classes following a “fourth Monday of August” start date rule would be the 9th of December, with a corresponding Commencement on December 21.

The first and last day of classes, along with the dates for commencement and the degree award date for the current and following 15 years are listed below.

<table>
<thead>
<tr>
<th>Term</th>
<th>First Day of Classes</th>
<th>Last Day of Classes</th>
<th>Commencement Date</th>
<th>Degree Date</th>
</tr>
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<tr>
<td>FALL 2019</td>
<td>8/26/2019</td>
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<td>8/24/2020</td>
<td>12/5/2020</td>
<td>12/17/2020</td>
<td>12/19/2020</td>
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<tr>
<td>FALL 2022</td>
<td>8/22/2022</td>
<td>12/3/2022</td>
<td>12/15/2022</td>
<td>12/17/2022</td>
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<td>FALL 2024</td>
<td>8/26/2024</td>
<td>12/7/2024</td>
<td>12/19/2024</td>
<td>12/21/2024</td>
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<tr>
<td>FALL 2025</td>
<td>8/25/2025</td>
<td>12/6/2025</td>
<td>12/18/2025</td>
<td>12/20/2025</td>
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<td>FALL 2026</td>
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<td>12/5/2026</td>
<td>12/17/2026</td>
<td>12/19/2026</td>
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<tr>
<td>FALL 2027</td>
<td>8/23/2027</td>
<td>12/4/2027</td>
<td>12/16/2027</td>
<td>12/18/2027</td>
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<td>FALL 2028</td>
<td>8/28/2028</td>
<td>12/9/2028</td>
<td>12/21/2028</td>
<td>12/23/2028</td>
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<tr>
<td>FALL 2029</td>
<td>8/27/2029</td>
<td>12/8/2029</td>
<td>12/20/2029</td>
<td>12/22/2029</td>
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<td>FALL 2030</td>
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<td>12/7/2030</td>
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<td>FALL 2031</td>
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<td>12/6/2031</td>
<td>12/18/2031</td>
<td>12/20/2031</td>
</tr>
<tr>
<td>FALL 2032</td>
<td>8/23/2032</td>
<td>12/4/2032</td>
<td>12/16/2032</td>
<td>12/18/2032</td>
</tr>
<tr>
<td>FALL 2033</td>
<td>8/22/2033</td>
<td>12/3/2033</td>
<td>12/15/2033</td>
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<tr>
<td>FALL 2034</td>
<td>8/28/2034</td>
<td>12/9/2034</td>
<td>12/21/2034</td>
<td>12/23/2034</td>
</tr>
</tbody>
</table>
VI. **Remarks for the Good of the General Faculty:** Faculty are encouraged to go to the Mason Club!

VII. **Adjournment:** The meeting adjourned at 4:19 p.m. (followed by brief organizational meetings of the Senate Standing Committees).

Respectfully submitted,

Kumar Mehta
Secretary

**Attachment A**

**FY 2019-2020 Goals**

Overarching Goal: Support a smooth presidential transition by keeping momentum on key university initiatives while maintaining campus morale and cohesion

1. **Access to excellence:** improve student success and expand access
   a. Complete roll out and branding of Student Experience Redesign
   b. Improve retention and graduation rates
   c. Increase career outcomes of Mason graduates to 83% of employed or in graduate school
   d. Improve campus climate and student safety
   e. Launch 100 ADVANCE pathways and enroll at least 500 students
   f. Establish strategic partnership for online platform to support career-long education of working professionals and adult learners
   g. Meet enrollment targets in six-year plan

2. **Thriving together:** strengthen thriving, inclusive academic community
   a. Expand forums for community-wide dialogue around critical, difficult issues
   b. Increase the proportion of instructional and research faculty to better reflect the diversity of our student body
   c. Expand COACHE initiative for faculty support and engagement

3. **Talent ecosystem:** enhance national and state-wide leadership in talent creation
   a. Launch multidisciplinary curricular innovations combining areas of high impact and critical needs with well-rounded education
   b. Meet enrollment and graduation targets established for the Commonwealth's Tech Talent Investment Program (TTIP)
      i. Form partnership to launch at least three online bachelor's programs to support degree completion for working adults
      ii. Launch at least one program in partnership with Amazon
      iii. Launch at least two additional online graduate programs
      iv. Execute Bachelors-to-Masters pathway partnerships with at least one VA institution in tech fields

4. **Innovation engine:** Maximize research, innovation, and economic impact
   a. Complete medical education study and present partnership options
   b. Grow research expenditures by 10% over FY 2019 levels
c. Expand research-intensive graduate programs  
d. Secure external support for the Institute for a Sustainable Earth and the Institute for Digital Innovation  
e. Enhance support for high-growth start-ups, leveraging Mason innovation and entrepreneurship assets  
f. Design and launch marketing campaign branding Mason as a national leader in digital innovation  
g. Secure investment partners for Arlington innovation district  
h. Lead master planning and develop a capital financing plan for Arlington innovation district  

5. **Institutional Effectiveness**: strengthen Mason's foundation  
   a. Achieve an annual fundraising goal of $60M in support of key strategic initiatives; stay on track in philanthropical match for Tech Talent Investment Program.  
   b. Strengthening our financial position for the future  
      i. Develop a Financial Framework which includes an investment strategy and plan for the university that aligns with strategic priorities  
      ii. Enhance a multi-year planning process for allocating resources to support university goals  
      iii. Work with Commonwealth leaders to maximize state support consistent with the six-year plan  
   c. Strengthening and retaining our talents  
      i. Establishing a performance management system which build competencies, skills and knowledge base for employees  
      ii. Implement faculty and staff talent development programs to serve a diverse student population, promote inclusion, and support individual well-being  
   d. Launch sustainability initiatives by creating a model of sustainable operational practices throughout the institution
SVP ORGANIZATION

New Leadership
- VP Human Resources & Payroll
- VP Finance
- AVP Strategic Planning and Budgeting
- AVP Business Services
- Director of Strategic Real Estate Initiatives
- Special Assistant for IT
- Operations Manager

Strategic Planning Framework
- Financial Health: Exceeding Financial Targets
- New Planning & Budget Process
- Enterprise Technology Assessment

Transformation
- Alignment of Department Goals with University Goals
- Value Mapping
- Service Delivery Model
- New Practice: Business Process Improvement
Attachment C

Report from the Budget and Resources Committee

Over the summer, we worked on updating faculty ranks within the University’s Banner system. There are two primary fields, a title field updated by HR reps at the department level, and a Tenure Rank field maintained by the Provost’s Office. Notably, the Provost’s office only updates the field upon receiving a fully signed contract.

In May 2019, 43 cases were successfully promoted at the BoV; 15 Promotions to Full Professor, 5 tenured at the Associate Professor rank, and 24 promoted to Associate Professor and tenured. As of 8/27/2019, of those cases,

1. 15 contracts have been fully executed and updated in the system;
2. 26 contracts have been returned to the unit and they are waiting for the faculty member to sign the contract,
3. 2 cases that were successful have resigned from the university.

In the AY18-19 Salary file provided to the Faculty Senate, 37 discordances between the rank fields were noted. As of 8/27/2019, of those cases,

1. 2 were correct (honorary values in the title location)
2. 14 were corrected by the Provost’s Office
3. 12 are errors on the banner side that have been flagged to HR for updating
4. 6 were outstanding contracts that were signed after being contacted by the Provost’s office
5. 3 are outstanding contracts that have not been signed by the faculty member.