

**MINUTES OF THE  
FACULTY SENATE EXECUTIVE COMMITTEE MEETING  
MONDAY, AUGUST 18, 2014  
Mason Hall D205F, 2:30 – 3:30 p.m.**

**Senators present:** Jim Bennett, Charlene Douglas, Star Muir, Peter Pober, Joe Scimecca, Suzanne Scott, Susan Trencher, S. David Wu.

**I. Approval of Minutes of April 15, 2014:** The minutes were approved.

**II. Announcements**

Chair Charlene Douglas thanked the committee members for attending today's meeting, a week before the onslaught occurs and welcomed Provost Wu.

Provost Wu offered some background to his list of FY 2015 Goals (below) for inclusion on the September 3<sup>rd</sup> Faculty Senate meeting agenda. He has been on board a little over a month and a half and has spent quite a bit of time getting to understanding different issues, personalities, etc. His list of goals for the coming year was developed in discussion with President Cabrera and the BOV, as approved by the BOV in their recent meeting. Provost Wu's goals are a subset of the President's goals in many ways reflecting discussion with him and immediate issues to address. Provost's Wu's additional remarks and clarifications appear in *italics*. *Questions/discussion interspersed in dark blue italics.*

**Provost and Executive Vice President FY 2015 Goals  
August 4, 2014**

**1. Planning and Strategic Initiatives** - *to form a clear institutional strategy*

*How much are faculty to be involved in the Strategic Plan? Is it a fait accompli?*

*Provost Wu: Of course faculty would be very involved in discussion. As he visits schools and colleges will be a topic for discussion – at this very early meeting to look at different models and philosophies out there – such as MOOCs, examples of Arizona State University; University of Maryland online school.*

**Multidisciplinary Research** - *a campus-wide discussion*

- Determine Mason's intellectual signature – *what you want Mason to be known for in the outside world, what faculty want...long term.*
- Cultivate newly established multidisciplinary institutes and identify potential new initiatives

**Online**

- Complete strategic plan for Online Innovation – *At this point we do not have an institutional comprehensive online strategy. How does it play into the future of higher education?*
- Establish one major partnership

- Complete the search and appointment of new leader, creation of financial/business plan

*Is online education going to be top-down? President Cabrera supports it, not sure it is right. Provost Wu replied there will be a broader conversation, need for a broader strategy. There are now 50 online programs in place. This looks at 10-15 years out – to look at role of online education at GMU.*

*Concern about level of faculty involvement reiterated. Some programs are entirely online with faculty discussion. Online area not clear in its focus. The Distance Education Council is looking a different people coming in with different proposals. Portfolio process so that all courses connected to grant programs must be assessed for rigor. The Distance Education Council is about half faculty members, half administrators (faculty who have taken on administrative duties). There are representatives from every unit on the Distance Education Council. Faculty involved with online courses note there is 2 -3x more work than in traditional courses. At this time, does not think much is set in stone/regulated in online education. Provost Wu: Purpose not to solve all issues online at once; main question to answer broader question – landscape of online education and its impact on undergraduate and graduate education. There is a five year decline in graduate enrollment at Mason, partially due to availability of other programs elsewhere; traffic issues, etc. Given landscape we project for future to incorporate online university courses for our existing market will erode unless we have a solid online strategy. The role of online education for our future is a conversation the University has to have — faculty should be a very important part of the conversation. He used example of “e-commerce” discussion 10-15 years ago, now the norm. The School of Nursing has model of distance education for university, with faculty-to-faculty discussions about online education. We have not had robust conversation about this across the university.*

#### **Executive and Professional Education – ongoing work**

- Complete the search and appointment of new leader, creation of financial/business plan and any necessary organizational structures

*The Faculty Senate repurposed the former NIAL (Non-Traditional, Interdisciplinary, and Adult Learning Committee) to the new Adult Learning and Executive Education Committee. We focused charge to deal with executive education. The committee needs to be part of the search process for the new leader of Executive and Professional Education.*

#### **Entrepreneurship – “e” in Mason IDEA**

- Integrate entrepreneurship activities and programming across offices and departments
- Restructure Mason Enterprise Center as the university platform for entrepreneurship and innovation - to turn into educational paradigms, reflect intellectual property

*The Mason Enterprise Center is a GMU-affiliated organization and has served historically as a conduit with business community. It is not affiliated with the School of Business at this*

*time, but with the Office for Research (and Economic Development). There have been changes in management over time.*

#### **Global**

- Complete the search and appointment for VP for Global Strategy and the President of Mason-Korea
- Revamp Mason-Korea to boost enrollment -will require dedicated attention. Korean semester (calendar) different from here, classes begin in March.
- Meet financial targets for Mason Global Pathways (INTO) -INTO is going well so far. Mason Inn renovated and approved for occupancy. Students just moved. Not sure of numbers yet. (Statistics based on add-drop dates)

*A number of faculty have asked if the Faculty Senate can get a copy of the INTO contract. Is it FOIAble? The BOV approved the contract at its October 2012 meeting. This topic is also within the purview of the Academic Initiatives Committee. Provost Wu will look into question.*

## **2. Strengthen Organization**

Launch university-wide and unit-specific dashboards aligned with the new strategic plan (with SVP) – JJ Davis.

Develop new budgeting system aligned with new vision (with SVP)

- Meet milestones for 2015-16 rollout
- Develop proactive strategies and systems for faculty recruiting and retention
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*Provost Wu: We see differences with current budget system which needs revamping, to look for potential efficiencies in organizational structure.*

*Is it possible for the budget to be based on something other than FTE? Present system makes us more competitive and less collegial than we would like to be.*

*Provost Wu: A little too early for me to make definite statement on how budget model will go. External firm has been looking at this for about 18 months – made some observations. Now starting to have discussion with deans and budget directors about how it works, issues, deficiencies. Consultants have experiences in working with other institutions like Mason – benefit of other models to consider. Budget model conceived quite a few years ago.*

*The number of attendees at the Budget Information Sessions has really grown.*

*Provost Wu noted part of goal to make system more transparent, easier to understand.*

Align organization structure with key strategic goals (with SVP)

- Student success, Student access, Research, Online Innovation, Executive Education, Community Engagement, Entrepreneurship, Global Engagement, and Regional Campuses

## **3. Secure Resources**

Make meaningful progress towards a three-year target of \$130M in sponsored research awards from public and industry sources  
Meet overall student enrollment, retention and completion projections

*In response to a question about the absence of private fundraising Provost Wu noted that private fundraising does not fall under him, but under the President.*

*Additional Questions/Discussion:*

*Enrollment Question: various colleges are hiring marketing directors? Some students do not know what they want to major in.*

*Provost Wu: Some colleges have hired folks to do this at their discretion, if they see the need. Hard to say – mixed – doesn't think the marketing itself will solve anything particular – more what is the product you are marketing? You cannot sit and wait for students to come, also noting distinction between in-state and out-of-state undergraduates.*

*Provost Wu clarified that his role as Executive Vice President encompasses how operations – everything to do with budget models – impacts on how we function.*

General Announcements for inclusion on the meeting agenda will include the Senate Officers for 2014-15: Chair pro Tempore, Parliamentarian, and Sergeants-at-Arms. We are working on scheduling President Cabrera and Rector Tom Davis's addresses to the Faculty Senate. Invitations to the Welcome Tea for Provost Wu and Faculty Senators at Mathy House on September 10, 2014 from 3:00-4:00 p.m. will be distributed this week. [DMV2Go visits Mason Campuses](#); services available on [DMV2Go website](#) Paternity Leave was in the budget, but it was not funded.

June Tangney will be nominated for David W. Rossell Quill Award, please send Chair Douglas any suggestions, additions you may have.

Summer School 2015 – Summer Term Resolution

A motion was made and seconded that the dates for Summer School 2015 as disseminated by Cathy Evans (Director, Summer Term) to the Executive Committee, was approved unanimously. The new Summer Session "S" allows faculty to have a 12 week course in the summer.

The genesis of the resolution was briefly explained to Provost Wu. Several suggested amendments were proposed. Executive Committee members were asked to send additional suggestions to Jim Bennett. The Executive Committee voted to include the resolution as amended on the September 3<sup>rd</sup> Faculty Senate meeting agenda.

**III. Progress reports, business, and agenda items from Senate Standing Committees**

**A. Academic Policies** – no report.

**B. Budget and Resources** – Susan Trencher

Mark Houck now attends University Budget meetings on behalf of the Budget and Resources Committee. The ELI faculty want to be counted as having representation in the Faculty Senate as they are now under the Provost Office. Suggestion made to include them in calculations made by Organization and Operations Committee in which S-CAR and Krasnow Institute faculty are included.

**C. Faculty Matters – Joe Scimecca**

An investigation to determine whether Robinson Hall is a sick building has begun. A survey of departments in Robinson to register their complaints will be distributed.

**D. Nominations – Jim Bennett**

The nominations to the Faculty Senate Standing Committees and University Standing Committees are done.

**E. Organization and Operations – Star Muir**

We are tracking down vacancies election results pending from CHSS – 3, SOL – 2, CHHS – 1, S-CAR/Krasnow - 1. CHSS expects to distribute ballots on Monday.

**IV. Other Committees/Faculty Representatives**

Salary Equity Study Committee Annual Report 2013-14

**ATTACHMENT A**

Report from the BOV Research Committee May 2014 – Bob Smith (CHSS), Faculty Representative

**ATTACHMENT B**

**V. Agenda Items for September 3, 2014 FS Meeting**

- Draft FS Minutes April 23, 2014
- Provost’s Remarks AY 14-15
- Announcements
  - [DMV2Go visits Mason Campuses](#); services available on [DMV2Go website](#)
  - Paternity Leave
  - Welcome Tea for Provost Wu and Faculty Senators at Mathy House – Sept. 10, 2014
- Nominees to the Faculty Senate Standing Committees and University Standing Committees, Faculty Senate Secretary (*Nominations*)
- Salary Equity Study Committee Annual Report (*Other Committees*)
- Report from Faculty Representative to Research Committee May 2014 (*Other Committees*)
- Summer School 2015 – *Summer Term Resolution (Executive Committee)*
- Post Meeting Election of Chairs of Faculty Senate Standing Committees

**VI. New Business, Updates, and Discussion**

Expanded Role of Emeritus Faculty: Chair Douglas requested feedback on suggestion from Provost Stearns about role of emeritus faculty as a non-voting member of the Faculty Senate. In other universities they work with undergraduate student researchers, serve as elder statesmen.

Discussion: Mostly we provide emeritus faculty with access to library, not generally office space or use of phones. Status as non-voting member not an elected person. Beneficial knowledge of institutional history. Can see role as non-voting member, but questions role with students – some disciplines may no longer exist. The Executive Committee will continue discussion by email.

Same Sex Marriage in State of Virginia: Is there any discussion re timeline for imposition of resolution? Is there a timeline regarding recognition of same sex marriages performed in other states to be recognized by Mason for benefits? Federal income taxes can be filed jointly even if state of Virginia does not approve. Chair Douglas will check with Linda Harber.

Respectfully submitted,  
Meg Caniano  
Faculty Senate clerk

## **ATTACHMENT A**

### **Salary Equity Study Committee Report**

May 7, 2014

Committee Members: Margret Hjalmanson (CEHD - chair), Penelope Earley (CEHD), Eden King (CHSS) , Rory Muhammad (Office of Compliance, Diversity & Ethics), Lesley Smith (NCC), Catherine Wright (CHSS)

#### Charge:

To systematically study annually the distribution of faculty salaries at all ranks as identified in Sections 2.1 and 2.2 of the Faculty Handbook; to systematically study salaries by gender, by race/ethnic divisions, and by local academic unit; to examine frequencies of men/women and of members of different race/ethnic categories within LAUs; and additionally to investigate the potential for individual equity measures. The committee shall monitor the establishment and maintenance of a database of faculty compensation including all categories and ranks of faculty, and shall report its aggregate findings on salary and on the status of the database annually to the Faculty Senate and provide specific data to the Equity Office, the Provost, Deans and Directors, and to other LAU administrators.

#### Report

In November 2013, we began meeting with Kris Smith, Associate Provost for Institutional Research and Reporting, members of her staff in Institutional Research and Reporting and Human Resources representatives to discuss how to proceed with an analysis of faculty salary from an equity perspective based on rank, classification (term or tenure-track/tenured), gender and race/ethnicity. Throughout this report, we are using data from the 2012-2013 faculty and staff census. We identified two areas of interest for our work: faculty salary by discipline and faculty retention. Descriptions of faculty demographics, average annual salary, and other demographic variables can be found in the annual university Factbook publication, <http://irr.gmu.edu/factbooks/>.

### *Statistical Modeling of Faculty Salary by Discipline*

At the outset of the meetings, we determined to work on analysis of faculty salary by discipline. In our 2013 report, we provided an analysis by academic unit. However, there is significant variability in faculty salary by department and discipline. In addition, many departments employ faculty from multiple disciplines due to their interdisciplinary charges and goals. Disciplinary analysis is then complex question since many units on campus are interdisciplinary so within-LAU analysis is very challenging and may not reflect the salary climate outside the university. To accomplish this task, IRR used the Classification by Instructional Programs (CIP) codes which is a taxonomy developed by the Department of Education to analyze faculty by field of study.

The dependent variable in the model is faculty salary as report to CUPA-HR. 12-month salaries were converted to their 9-month equivalent. The following independent variables were selected for multiple regression analysis of full-time instructional faculty salaries: gender, CIP code market ratio, rank, years since highest degree and tenure status. The CIP code market ratio was included in order to factor in the variation between disciplines in salary. The CIP code external market ratio was calculated from the average salaries of associate professors at doctoral/research universities. Data are from the College and University Professional Association for Human Resources (CUPA-HR) 2012-13 National Faculty Salary Survey Multi-Discipline Report. This report lists average salaries for each rank within each 4-digit CIP discipline. The associate professor average was chosen because this rank had the most data available and the preponderance of Mason's faculty are associate professors. The formula used to calculate an external market ratio is as follows: average doctoral & research university salary of a specific discipline divided by average doctoral & research university salary of all disciplines that are at a given institution. For example, the Communication CIP code has an external market ratio of 0.88. This means that doctoral and research university faculty in the Communication CIP code earn 88% of the combined discipline average (for those disciplines at Mason) of doctoral and research university faculty

Note that a variable for having a terminal degree was included in a previous version, however it was not statistically significant so it was excluded from the final model. All full-time instructional faculty were included. Full-time research faculty were excluded. The model was run with and without outliers. The model without outliers excluded six cases with standardized residuals greater than 4. Years since degree was included as a proxy variable for experience, however the committee discussed the complexity in quantifying the relationship between experience and salary.

Most of the variance in the model is explained by rank, years since degree, and tenure vs. tenure track status,  $R^2=0.76$  (outliers included),  $R^2=0.78$  (outliers excluded). For independent variables,  $p < 0.05$  for CIP code, rank, years since highest degree, and tenured vs. tenure-track both with and without outliers included in the model meaning that those variables were statistically significant predictors. Gender was not a significant ( $p=0.058$  including outliers,  $p=0.07$  excluding outliers).

### *Faculty Retention*

A second area of concern related to the possible compression of faculty salaries is understanding the factors that contribute to faculty retention at the university. To understand this area, we examine the Fall 2012 “Retention of Full-Time Instructional Faculty” brief prepared by IRR for the Board of Visitors and five-year trend data provided by IRR.

In Fall 2012, the university employed 1,226 full-time instructional faculty members and 94% of those (1,156) continued to be employed in Fall 2013. The reasons for faculty departure included resignation (most often to take another position), retirement and completion-of-contract. The university attrition rate of 6% was higher than the previous four years (5%) but lower than the national rate of 8%<sup>i</sup> for public doctoral institutions.

#### *Areas for Ongoing Analysis*

Compression of faculty salary is an ongoing question for this committee as well as understanding the disciplinary differences in salary. Race/ethnicity and gender are also variables we will continue to monitor as a committee. An ongoing challenge in reporting and analyzing data by race/ethnicity is the nature of the self-reported information. Faculty are increasingly not reporting their race/ethnicity. While we respect the right to not self-report, it does make it challenging to analyze the salary, promotion, and retention data based on this variable. Overall, faculty salary will continue to require nuanced and complex analyses of a variety of variables over time.

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<sup>i</sup> US Dept. of Education, National Center for Education Statistics, 2004 National Study of Postsecondary Faculty.

## **ATTACHMENT B**

May 11, 2014

TO: Charlene Douglas, President, Faculty Senate

FROM: Bob Smith, Research Committee Representative to BOV

SUBJECT: Report of committee activities

This committee was newly formed this year. A clear focus is on facilitating external funding for Mason. Important activities this year included:

- Lengthy discussions of the new GMU Research Foundation, which has taken over patent activities for the university. Significant faculty input truncated the scope of the GMURF activities, to avoid ‘patent trolling’.

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- Several presentations from various officials, outlining ways in which the university could/will increase communication with Federal agencies to increase external funding.
  - An investigation of the adequacy of current policies/procedures/support offices for enabling the university to meet the Strategic Plan goals for Carnegie I classification. The committee was not the only one concerned about this. The VPR office has established an internal committee, chaired by Tom Prohaska, to investigate/make recommendations regarding this, and brought an external review committee to campus, which will make recommendations shortly.

Given the focus of the committee, I feel it was important to have as rep a senior faculty member familiar with grants processes at Mason. I was able to make some modest contributions to the conversations, from a faculty perspective. As would be expected of BOV members, respected individuals familiar with business but not necessarily the functioning of the university, there were a number of opportunities to educate BOV members from a faculty perspective