

GEORGE MASON UNIVERSITY
MINUTES OF THE FACULTY SENATE MEETING
February 29, 2012
Robinson Hall B113, 3:00 – 4:15 p.m.

Senators Present: Dominique Banville, Ernest Barreto, Scott Bauer, Sheryl Beach, Jim Bennett, Alok Berry, John Cantiello, Rick Coffinberger, Arie Croitoru, Yvonne Demory, Charlene Douglas, Robert Dudley, Cody Edwards, Daniel Garrison, Lloyd Griffiths, Mark Houck, Dimitrios Ioannou, Kathryn Jacobsen, Dan Joyce, David Kuebrich, Howard Kurtz, Linda Monson, Star Muir, Peter Pober, Jim Sanford, Joe Scimecca, Suzanne Scott, Suzanne Slayden, Bob Smith, Ray Sommer, June Tangney, Susan Tomasovic, Shirley Travis, Susan Trencher, Iosif Vaisman, Halaevalu Vakalahi, Phil Wiest, John Zenelis, Stanley Zoltek.

Senators Absent: Doris Bitler, Jack Censer, Vikas Chandhoke, Lloyd Cohen, Kelly Dunne, Mark Ginsberg, Jorge Haddock, Margret Hjalmarson, Bruce Johnsen, Ning Li, Jerry Mayer, Alan Merten, Elavie Ndura, James Olds, Paula Petrik, Daniel Polsby, William Reeder, Earle Reybold, Edward Rhodes, Pierre Rodgers, Lesley Smith, Thomas Speller, Peter Stearns.

Visitors Present: Rizna Ahmed, Director of Benefits; Human Resources and Payroll; Pat Donini, Employee Relations Director/Deputy Director HR, Human Resources/Payroll; Esther Elstun, Professor Emerita, Modern and Classical Languages; Linda Harber, Associate Vice President, Human Resources and Payroll; Tom Hennessey, University Chief of Staff; Robin Herron, Associate Director, Media and Public Relations; Corey Jackson, Director, Equity and Diversity Services; Professor Bob Johnston, Chair, Academic Initiatives Committee; Susan Jones, Associate Provost and University Registrar; Michelle Lim, HR Faculty Business Partner, Human Resources and Payroll; Tom Moncure, University Counsel; Janette Muir, Associate Provost for Undergraduate Education; Claudia Rector, Assistant Provost for Academic Affairs; Anne Schiller, Vice President, Global and International Strategies; William Sutton, Associate Chair/Associate Professor, Electrical and Computer Engineering; Rector Ernst Volgenau.

I. Call to Order: The meeting was called to order at 3:04 p.m.

II. Approval of the Minutes of February 1, 2012: Chair Pober announced the minutes were posted about thirty minutes ago and will be submitted for approval at the next Senate meeting (March 28th).

Announcements:

Chair Pober: a wonderful celebratory discussion as this is the last time our three speakers will be with us. As Rector Volgenau had not yet arrived, Chair Pober introduced Dean Shirley Travis of the College of Health and Human Services.

Dean Travis:* Thank you. One of the things on my retirement to-do list is to learn to tell a joke, for what I hope will be my last presentation to the Faculty Senate. This year (we celebrate) the fifth anniversary of the College of Health and Human Services. Two new departments have been established: Nutrition and Food Studies and Rehabilitative Sciences, with both PhD and undergraduate programs. Despite some tough economic times, we've continued to grow. We have a choke chain on enrollment because we're running out of space, need space for research activities. In 2005 we hoped

we would be in a new academic building by now. This past year our faculty and members of the college advisory board worked with a design architect to create the interior spaces for Academic VII, our new college home. It will be a truly outstanding, innovative place for all programs, a rendering is displayed on an interior wall in Robinson and also on the college's website. <http://chhs.gmu.edu/>. This year our new academic programs included a new PhD in Rehabilitation Science and a new program in Health Informatics with our colleagues in the Volgenau School of Engineering. Next year we will submit a proposal for a new masters degree in Nutrition science for approval. Currently nutrition classes take place in the Old Metro Diner in Old Town Fairfax. The faculty and students are really enjoying this interesting space. This Saturday students and faculty will host the cake competition for the City of Fairfax as part of the annual City Chocolate Festival.

As we built our new programs we hired a large number of junior faculty members. We spend a lot of time internally making sure that they have what they need to be successful at Mason, which is a great segue to the introduction of our new dean. Dr. Tom Prohaska is currently co-director of the Center on Health and Aging at the University of Illinois at Chicago. He called me last week to say he's bringing two grants with him. In addition to being an outstanding scholar in gerontology and public health, he has a deep personal commitment to teaching and mentoring graduate students and faculty. CHHS is alive and well and we're prospering. Thank you for all you do.

In response to a question raised, Dean Travis responded that we have 1300 FTE, five departments, and the School of Nursing. We project 1400 FTE next year. We're basically waiting for the building.

A Senator asked: Are CHHS graduates finding employment in the area?

Dean Travis: There are more opportunities independent of status of health care reform law. Some graduates are staying in the area, some go out of state. Major employers and health care systems are reducing staff until the outcome of health care reform is better understood...probably not until after the election this year. Professor Len Nichols of the College of Health and Human Services is testifying before the US Senate Budget Committee today on health care reform issues. * *Text provided by Dean Travis in response to inquiry.*

Chair Pober then welcomed Rector Volgenau. In three years he's mentored me, (I have learned) unbelievable leadership skills, regarding creating consensus in a group that's very vocal in his last appearance before us.

Rector Volgenau: There are two things on my mind as my term ends in June. First, the great work Alan Merten has done for fifteen years. I know not all of you agree with this. Until you've run a public organization in the public domain, there's so many things that can go wrong in a public institution. Even if things do not go wrong, so many issues come up – a 24 hour/day job. It is still very difficult. The stress on Sally Merten and his family must also be reckoned with. Secondly, our new president, Angel Cabrera, really impresses me. He is young and intelligent. Not as experienced an administrator as Alan Merten was, but has plenty of administrative experience. He has a wealth of ideas and can take our university to the next level. A good history in which to build on, all I wanted to say. I've heard some of you had issues on how he was elected. I am happy to answer questions.

A Senator noted the violation of the Faculty Handbook, it was not observed. The candidates knew about the rule and weren't upset.

Rector Volgenau prefers to use “infraction” not “violation”. The BOV did not technically follow rule according to the Faculty Handbook. We got a letter from Peter Pober to say that the Faculty Handbook says this...regarding interviewing the finalists for the presidency. Some of you who served on the Presidential Search Committee understand more of the background. Let’s take a few steps back. I created a search committee. The BOV by-laws do not say (anything) about a search committee. (They state) the BOV selects a president. So I called a number of people and talked about this. It is customary to use a search committee, with representatives from the faculty, administration, the foundation, students, alumni, and the community as a whole. By habit, not by rules.

The Faculty Handbook states that the faculty will have an opportunity to interview finalists. The Search Committee’s actions were long, sometimes a bit contentious, and were confidential. There are things I cannot talk about for confidentiality. There were four faculty representatives to the Search Committee (two elected, the Senate Chair, and one appointed by the Provost) and nineteen other members of the committee. The size of the committee was greater than desirable in itself. As we reached the end of the process, a handful of candidates (emerged), not all recommended by the Search Committee. We went into session Friday, December 8th – basically the second session of BOV. The BOV must vote in public, and did not know we would select a candidate. Miraculously, a miracle happened. On December 9th the BOV reached consensus/unanimity on the finalists. We set aside an opportunity for faculty members (senators) to attend a meeting. A public announcement of BOV meeting for December 15th (was later distributed). He contends that it was an infraction, not a violation of the Faculty Handbook. Although we didn’t follow the words (text) of the Faculty Handbook, we made a stab, a poor stab, at honoring it. The Faculty Handbook is not a contract as Counsel told us, it is a policy. The BOV has the right to change the policy. The Board in its wisdom changed the policy on December 9th. As Rector Volgenau apologizes for not following the spirit of the Faculty Handbook, (the BOV) was not compelled to follow it. There are parts of the Faculty Handbook that are contractual.

A Senator asked: “How would you feel if you were a faculty and were invited to attend a meeting quite late Saturday night for Sunday morning?”

Rector Volgenau: If in that Sunday meeting substantive issues raised, I would have addressed them, The faculty meeting was not vacuous, it was part of the process.

Another Senator asked for guidance from Tom Moncure (University Counsel) on which parts of the Faculty Handbook are contractual and binding on all three signatories and which ones are not.

Rector Volgenau volunteered that Counsel would be happy to do that – he knows what contracts are – red line.

Tom Moncure: At some point, not in this forum.

Follow Up: At our next meeting (March 28th). To work on scheduling this.

A third Senator expressed concern about the other high-level searches coming up. If the Board decided to unilaterally infract Faculty Handbook, what is to preclude another infraction, as you are a lame duck, so-to-speak? Does the Board really perceive the Faculty Handbook needs to be changed to meet contemporary search circumstances, or was this a very unique circumstance?

Rector Volgenau: The Faculty Handbook pertains to Presidential Search, not others. Everybody knows we'll be looking for a new provost. Customarily the BOV has not gotten involved in Provost or deans searches. There's a line when the BOV gets too involved in detail, can slow down, hinder practices. He does not know what the BOV will do, but hopes they won't be involved in lower-level searches.

In response to a question raised by a fourth Senator, Rector Volgenau responded that the Faculty Handbook is essential to the operation of an organization, good policy designed by faculty with a lot of reflection – but it is not a contract, doesn't mean that it is not important.

Follow Up: That's my point.

A fifth Senator: With all due respect, the infraction is water under the bridge. Does the Board really care what faculty's view are?

Rector Volgenau: Yes, the Board really cares, but it is not going to do all faculty wants.

Follow Up: This is a university – board involved in provost search – feels faculty members on search should not (be required) to sign confidentiality agreements.

Rector Volgenau asked Ron Forehand, an attorney appointed by the Attorney General as legal counsel to the search, how many universities have the degree of openness in our search? Ron replied that only one – Longwood University allowed faculty to interview three finalists, although faculty undoubtedly served on search committees.

A sixth Senator: Appreciates the BOV has allowed us more representation than in the past and felt you conducted search as openly as you could. Wishes you told us earlier...that faculty could go to AAUP recommendations for best practices. Are they prescribing an outdated policy? We have request in to AAUP for opinion whether the Faculty Handbook is an enforceable contract. It behooves us as a faculty to find out about this and other issues for clarification and with a view to the upcoming provost search.

A seventh Senator: I served as a faculty representative to a BOV Committee. My observation was that the BOV members were very open to faculty representatives, and were incorporating (our suggestions). He applauded Rector Volgenau personally for his support, as well as the Board's.

Question: Do we know who the new Rector is?

Rector Volgenau: No, the process is in its early stages. He has to say something – three words – “we love you.”

Chair Pober noted that the Provost is selected by the President, not by the Board of Visitors. He and the five previous chairs of the Faculty Senate also met with Rector Volgenau.

Dean Lloyd Griffiths, Volgenau School of Engineering: He's a tough act to follow, a fantastic individual who fought hard for things while on the Board. VSE is doing very well. We have started a new program in Bioengineering which is booming. Thanking the Rector for his financial support, he noted that it's the most popular new undergraduate program on campus. More than half its students are female. Civil, Environmental, Infrastructure Engineering Programs are also doing very well. We are working with the College of Visual and Performing Arts on a new video-game program – exciting problem solving in which English/Arts folk decide if a BA/BS is earned. We had over 250 FTE last

year and up significantly in faculty positions. We have 2400 undergraduate, 1800 graduate students – growth. All of these programs pale against the most popular new program, Einstein Bagels, which will open in our school at the end of March, invites you to have a bagel with me. Research is doing OK, given struggles to increase rate of revenue; tough, very competitive. Info security network – doesn't see an immediate upturn. We are doing quite well with fundraising, with 32 corporate partners spending \$15K and up. A final major gift will be announced on March 9th. Personally as he steps down after fifteen years – I'm 70 – time to get out of the way, they know all my tricks. New ideas, fresh start, new funding. The new dean, Ken Ball, argues for more research funding. He is currently head of mechanical engineering at Virginia Tech. Dean Griffiths plans to return to teaching and research sabbatical and will come back and stay out of his way. He has been teaching the past three years after a twelve-year hiatus. Thanks to everyone.

Response to Inquiry about “Free Speech Policy” (see ATTACHMENT A)

A Senator complained that our committee (University Space and Expression Committee) spent a lot of time developing policies for what can be done in the Johnston Center and in the open. He thought we were going to have a philosophical statement as GMU's position on free speech. Where do you find free speech policies? Should they be in one place? There was never a final meeting of the committee; a statement was circulated by email. We need a robust policy (to express) concerns of the faculty.

Chair Pober also served on the committee. Documentation from the Committee was sent to Gregg Toney (Assistant Vice President, Auxiliary Enterprises) and then sent back for review. Certain items have been placed into Auxiliary Enterprises. At this point, however, there is no overarching document. We never got together to approve a final document. We never got to closure. What is the faculty role? We will ask University Counsel to come back to our next meeting to explain – and to find out where this stalled to see if can uninstall edits from Gregg Toney and other Committee members.

Faculty Senators invited to meet President-Elect Cabrera March 7, 2012 in Mason Hall D3 A&B from 3:00 – 4:00 p.m. Chair Pober encouraged Senators to attend this “meet and greet”, not a formal meeting, as he does not become president until July 1st.

IV. New Business – Committee Reports

A. Senate Standing Committees

Executive Committee – Peter Pober, Chair

Resolution of Appreciation to Rector Volgenau – anyone who has specific memories of Rector Volgenau, please send to Meg to put together in a resolution – will bring to March meeting for approval and presentation at the last BOV meeting (May 9th 2012).

Academic Policies – Suzanne Scott, Chair

Changes to Add/Drop Date: The Academic Policies Committee did a lot of research on this topic last year. Two directions: The Student Senate's Resolution to Change Add/Drop Date (see ATTACHMENT B) and consensus reached by APAC to add one day would help. I met with two students about this today. Issues involve CVPA students who have auditions. The AP Committee agreed to reconsider it and asks for your feedback. Students have very strong feelings about this.

Discussion: Chair Pober thanked Janette Muir, the former chair of the AP Committee, for her work on this topic. A Senator disputed part of the student resolution's list of arguments in favor of changing the drop/add policy in 2010 – that faculty cannot begin grading the class until after two weeks; faculty

may grade whenever they please. Another Senator also disagreed with the three arguments cited in the student resolution. There were two major issues for approval of the present policy: First: students have a hard time catching up after two weeks; second, delays in release of financial aid.

Budget & Resources – June Tangney, Chair

The Faculty Salary Data (as of November 2011) has been posted on the Senate website.

Faculty Matters – Jim Sanford, Chair

The Faculty Evaluation of Administrators survey will be distributed after spring break. We have almost completed a draft of family leave policy proposal to allow new parents to have time off. We are also working on email privacy, especially with respect to research. A Senator asked “if you use email of your employer, there is no expectation of privacy?” Senator Sanford replied it is the law, but noted Virginia Tech has a separate policy.

Nominations – Suzanne Slayden, Chair

Linda Monson (CVPA) is nominated to fill a vacancy on the Academic Appeals Committee for Spring, 2012. No further nominations were made from the floor and the nominee was elected unanimously.

Organization & Operations – Star Muir, Chair

Senator Muir presented Allocation of Senate Seats 2012-13 (see ATTACHMENT C). In a nutshell, CHSS loses one seat (from 17 to 16) and VSE gains one seat (from 5 to 6). The allocation of one seat between S-CAR and the Krasnow Institute remains the same as before.

A Senator asked whether the faculty votes on this (disposition of the shared seat)? Senator Muir responded that the decision is left up to the two units. Chair Pober understands that it is supposed to alternate but there have been times when the same person (school) has been elected.

B. Other Committees

Academic Initiatives Committee – Bob Johnston, Chair

Recommendation to the Faculty Senate on the Songdo Korea Initiative (See [ATTACHMENT D](#)).

GMU Korea Campus Initiative Report – February 2, 2012 (See [ATTACHMENT E](#))

Office of Global and International Strategies – *Anne Schiller, Vice President, Office of Global and International Strategies*

Questions and Discussion: A Senator asked about projections that the college-age population in Korea is going down? Professor Johnston responded that this question was considered. We are waiting for a report. They are planning to attract students from China and other countries in East Asia.

Another Senator: What are the projections for how much money this will bring in?

Vice President Schiller responded we will generate income when students are in Fairfax depending on retention rate – 80% retention rate anticipates \$12-18M on Fairfax campus.

Follow Up: Net or gross?

Professor Johnston: Gross. The way it is set up Songdo has to be self-supporting. Students will pay tuition and fees as out-of-state. It costs \$15K to education undergraduate students; Songdo students will pay \$24K here.

Vice President Schiller noted that the opportunity beyond professional development for students going there also for faculty. If Mason has a solid base in East Asia, more opportunities to partner with other institutions there, getting research grants (SUNY Experience) as revenue-generating.

A motion was made, seconded and approved to extend discussion five more minutes. Another Senator presumed the Korean students would reside in dorms. Has the displacement effect been taken into account? Vice President Schiller: "Yes."

A third Senator asked if there is a commitment to building more classroom space? Vice President Schiller replied that for a long while, the project was discussed with Enrollment Management and Housing. Deans Censer (CHSS) and Haddock (SOM) (involved) with the number of faculty they will need to accommodate students – a constant topic of conversation.

A fourth Senator asked where will they take their General Education requirements?

Vice President Schiller: In the beginning years, Gen.Ed. is in Fairfax. In the future we can develop delivery of General Ed courses in Korea with other US and European (institutions). At this point, SUNY is on the ground, starting with graduate students. The University of Ghent and University of Utah are already starting to discuss general education opportunities.

Follow up: Does this mean FTE growth would not be realized by our departments but other institutions?

VP Schiller: Deans will look out for this – year 6-7, quite a long way into the future.

A motion was made, seconded and approved to extend the meeting five more minutes.

A fifth Senator noted there are very high standards for entrance exams in Japan. What (university standards) are we talking about in Korea?

Vice President Schiller: Students will be vetted as our students here. The first year a slightly lower TOEFL with classroom support.

Follow up: Are students from Korea attending a foreign institution?

Vice President Schiller: No, they are our students. Our East Asian students are academically very strong. Koreans and Chinese are very savvy consumers of higher education. We are attentive to the high quality of students.

A motion was made and seconded: To support the proposed recommendation subject to any concerns voiced by the Academic Initiative Committee's report with two conditions:

**Recommendation to the Faculty Senate Regarding the Songdo, Korea Initiative
Prepared by the Academic Initiatives Committee
6 February 2012**

The academic initiatives committee recommends that the Faculty Senate endorse the proposed Songdo, Korea initiative as detailed in the accompanying report (dated February 2, 2012) received by the committee subject to the following:

1. Written certification by the deans of the respective colleges/schools that will be offering degrees that the proposed programs of study and course schedules (i) will meet all of the requirements for graduation, (ii) that the sequence of courses satisfies all course prerequisite requirements and acceptance procedures into the major (degree program) for the college or school.
2. That the university senior vice president for finance certifies that the program as proposed to be offered in Songdo is expected to be self-supporting, including enrollment assumptions, and financially viable beyond the initial five year subsidy period.

Rationale: As per the charge for the Academic Initiatives Committee, a number of documents relating to this proposed initiative have been reviewed. The committee is satisfied that the proposed program does have merit. The committee has concerns regarding the two areas noted above and has not been able to resolve these. It is for this reason this recommendation is conditioned upon these certifications.

By a show of hands, 19 votes in favor, 7 votes opposed, the motion was approved.

V. Other New Business

Resolution on the Presidential Search Process will be included on the next Faculty Senate meeting agenda (March 28, 2012).

VI. Remarks for the Good of the General Faculty

Three new Senators are here today: Dominique Banville (CEHD), Bob Smith (CHSS), and Susan Tomasovic (CHSS).

VII. Adjournment: The meeting adjourned at 4:26 p.m.

Respectfully submitted,
Earle Reybold
Secretary
In absentia

ATTACHMENT A

In response to an inquiry about the status of a "free speech policy", Chief of Staff Tom Hennessey responded on February 20, 2012:

"After much discussion and rumination, I offer the following in response to your request:

There is no, and likely will be no "speech policy" at Mason. Protected speech is permitted anywhere within and without the confines of the "educational enclave" so long as it does not interfere with the educational mission of the institution. Within the "educational enclave" a major effort to eliminate any policy that restricts protected speech has culminated in the elimination of multiple policies within the Housing and Residence Life offices, the Student Centers, and elsewhere.

The "Space Use Regulation" is intended to provide the necessary guidelines for the use of university space and may, incidentally, address speech issues but only to the extent to which protected speech is facilitated, not restricted. For example, were a demonstration to be scheduled on campus the space use policy provides a location where the demonstrators and counter demonstrators might be so as to not interfere with the educational mission of the institution."

ATTACHMENT B

A Resolution to Change the Add/Drop Date Policy of George Mason University

R. #5

32nd STUDENT SENATE 1st Session

R. #5

A Resolution to Change the Add/Drop Date Policy of George Mason University

**IN THE STUDENT SENATE OF
GEORGE MASON UNIVERSITY October 06, 2011**

Submitted By Chairman Short

Resolution #5

A Resolution to Change the Add/Drop Date Policy of George Mason University

Be it enacted by the Student Senate of George Mason University-Whereas, The Add/Drop Date of George Mason University was changed during the Spring Semester 2011 by the Faculty Senate; and

Whereas, The arguments used for changing the Add/Drop Date were as follows:

- 1) If there are two weeks to add classes, then the first week students might not show up.*
- 2) The teachers cannot begin grading the class until after two weeks, as opposed to one week, condensing the semester from fourteen weeks to twelve weeks in reality.*
- 3) If not enough students are signed up for the class, a class isn't "made." Requiring students to add within one week, as opposed to two weeks, removes the threat that a teacher may lose a class.*

Whereas, The Student Government nor the Student Body were consulted on this issue during the Spring Semester 2011 or at any point during the discussion; and

Whereas, Student Government has received several emails and complaints concerning this change and how it has not allowed Students the time needed to make their schedule correctly for their major's requirements.

Therefore be it resolved, that the Student Senate of George Mason University supports having a two week add/drop period and request that the discussion on the Add/Drop Date be restarted with students allowed to debate and give input in the discussion; and

Therefore be it further resolved, that the Add/Drop Date shall be genuinely reconsidered by the Faculty Senate after the Student Body are given a chance to give their opinions and input into the debate surrounding the Add/Drop Date.

Passed the Student Senate: _____

Attest:

Speaker: Tommy Lee

Clerk: Elizabeth Baires

President: Allyson Bowers

ATTACHMENT C

From: Star Muir, Chair, Organization and Operations Committee, Mason Faculty Senate

Subject: Apportionment of Senate Seats for 2012-2013

Date: February 20, 2012

Process: The Senate Charter, in Section 1.B., provides the rules for apportioning Senators among the academic units. The Committee on Operations and Organization is charged with performing the calculations and determining the allocation of Senate seats.

Summary of Results: The details of the calculations are provided on the attached chart. Here is a summary of the results:

- The College of Humanities and Social Sciences loses one Senator, moving from seventeen Senators in 2011-2012 to sixteen Senators in 2012-2013.
- The Volgenau School for Engineering gains one Senator, moving from five Senators in 2011-2012 to six Senators in 2012-2013.
- The allocation of Senators to all other academic units remains unchanged.
- As in the previous year, ICAR (now the School for Conflict Analysis and Resolution) and the Krasnow Institute individually do not meet the threshold requirement as defined in Section I.B.1. of the Charter. Thus, they are pooled into a single collegiate unit for the purposes of allocating Senate seats. The result is that SCAR and Krasnow together are represented by one Senator.

Data: As in previous years, these results are based on Instructional Faculty FTE data provided by Institutional Research and Reporting. Thanks go to Dr. Kris Smith, Associate Provost for IRR, and Mr. John Dooris, Institutional Research Analyst, who were instrumental in providing the data. The Senate Charter reads “The number of senators representing each collegiate unit... shall be determined... based on the [FTE size] on February 1st of each year....” The data used in the calculations are the official census data as of Fall 2011. These are the latest official Instructional Faculty FTE data that were available on February 1, 2012.

Faculty Senate Draft Bid Allocation for 2012-2013

Academic Unit	Status	Instructional Faculty		Research Faculty	
		2011 HC	2011 FTE	2011 HC	2011 FTE
College of Education and Human Development	Full Time	121	121.0	5	5.0
	Part Time	214	60.7	1	0.8
	Total	335	181.7	6	5.8
College of Health and Human Services	Full Time	79	79.0	9	9.0
	Part Time	109	38.8	1	0.4
	Total	188	117.8	10	9.4
College of Humanities and Social Sciences	Full Time	373	373.0	30	30.0
	Part Time	288	117.8	9	7.1
	Total	661	490.8	39	37.1
College of Science	Full Time	187	187.0	90	90.0
	Part Time	64	21.8	9	2.9
	Total	251	208.8	99	92.9
College of Visual and Performing Arts	Full Time	66	66.0	1	1.0
	Part Time	81	33.3	0	0.0
	Total	147	99.3	1	1.0
School for Conflict Analysis and Resolution	Full Time	20	20.0	2	2.0
	Part Time	15	4.1	2	1.4
	Total	35	24.1	4	3.4
Krasnow Institute	Full Time	9	9.0	13	13.0
	Part Time	0	0.0	2	0.8
	Total	9	9.0	15	13.8
School of Management	Full Time	79	79.0	0	0.0
	Part Time	49	17.3	0	0.0
	Total	128	96.3	0	0.0
School of Law	Full Time	36	36.0	12	12.0
	Part Time	75	20.8	1	0.9
	Total	111	56.8	13	12.9
School of Public Policy	Full Time	45	45.0	9	9.0
	Part Time	19	5.5	2	1.0
	Total	64	50.5	11	10.0
Volgenau School of Engineering	Full Time	125	125.0	20	20.0
	Part Time	143	48.5	13	7.5
	Total	268	173.5	33	27.5
Academic Unit Total	Full Time	1140	1140.0	191	191.0
	Part Time	1057	368.6	40	22.7
	Total	2197	1508.6	231	213.7

Academic Unit	% of total Instructional FTE	x50	2011-12 Allocation	2012-13 Allocation	Change
College of Education and Human Development	0.12	6.02	6	6	0
College of Health and Human Services	0.08	3.91	4	4	0
College of Humanities and Social Sciences	0.33	16.27	17	16	-1
College of Science	0.14	6.92	7	7	0
College of Visual and Performing Arts	0.07	3.29	3	3	0
School for Conflict Analysis and Resolution	0.02	0.80	1	1	0
Krasnow Institute	0.01	0.30	0	0	0
School of Management	0.06	3.19	3	3	0
School of Law	0.04	1.88	2	2	0
School of Public Policy	0.03	1.67	2	2	0
Volgenau School of Engineering	0.12	5.75	5	6	1
Academic Unit Total	1.00	50.00	50	50	0

ATTACHMENT D

Academic Initiatives Committee Recommendation to the Faculty Senate on the Songdo Korea Initiative is posted on the Faculty Senate website at http://www.gmu.edu/resources/facstaff/senate/MINUTES_FS_2011-12/AIC_Recommendation_to_the_Faculty_Senate_Regarding_the_Songdo_Korea_Initiative_February_2012.pdf .

ATTACHMENT E

GMU Korea Campus Initiative Report – February 2, 2012 from the Office of Global and International Strategies is posted on the Faculty Senate website at http://www.gmu.edu/resources/facstaff/senate/MINUTES_FS_2011-12/GMU_Korea_Campus_Initiative_Final_Draft_2.2.12.pdf .