

GEORGE MASON UNIVERSITY
MINUTES OF THE FACULTY SENATE MEETING
November 15, 2023
3:00-4:15 p.m.

Number of attendees: 155 ([List of Names](#))

- I. **Call to Order:** Senate President Melissa Broeckelman-Post (MBP) called the meeting to order at 3:02pm.

- II. **Approval of the Minutes of October 25, 2023:** Approved as posted.

- III. **Special Orders: President Washington**
 - Good to see you all and spend a little bit of time with you today. It is an incredibly difficult time, with our ranking, athletic performance, etc. at highs but there are some challenges: the budget and critical vacancy process. However, academic problems are what we most need to resolve. They are resolvable because where we stand in an all-funds position is quite good. The budget may be an issue for most, but I am primarily dealing with students relative to the Israel/Hamas war – race-relations, DEI, immigration, freedom of speech. Protests will continue. I just had a very long meeting with members of the student senate. It was a good talk. Students are struggling with these issues from a whole host of directions. I support all of our students – Jewish, Muslim, SJP. It doesn't mean I agree with them all. I will tell them where I think they are going astray. This is the job of a president. I do support students' rights to speak up. We are not used to these type of protests. We are joining other campuses in experiencing them. I ask faculty to help students understand issues at base or war, beyond the classroom – high-level teaching, individual pop-up classes in JC or other place, engagements with students of all sides with faculty doing what they do best. This is a moment to teach and engage. I would love for faculty to do more of that . Reach out to me or provost directly on ways to curate more opportunities for students. We have some but we need much more. There is both misinformation and disinformation propagating on social media. We must help our students. I thank you in advance. I am forgoing other comments I have and opening up questions.
 - Senator Mohan Venigalla (MV): Concerning the merit increase administration policy, the summer merit increase of 5%, 2.5% across the board and 2.5% merit.
 - 2.5% to everyone, with the other 2.5% in paid out in a number of ways. Criteria primarily around merit is given to deans. There are different things they can look at. Over time, we've lost the ability to disproportionately support the best. Deans, faculty highlighted the issue. They need the ability to compete in environment
 - MV: 30% of faculty will get that 2.5%. Especially in CEC, there is possibility that at least 30% will only get 2.5%, much lower than inflation.

- It may be this way, but I expect this number will be small. This is the only way that the math works out. We are either going to use the resources we have, or we're going to lose people. We are working to get the government to realize the funding disparity between Mason and other universities. We are making progress. When three institutions with funding disparity were highlighted, Mason's was by far the biggest. Hopefully, there will be progress soon for better compensation.
 - Senator Tim Gibson (TG): Transparency in cataloguing college by college or unit by unit to close the gap.
 - 6% over two years is a general number. There are lots of ways of making that delta: cutting people, programs. You might see some of that, I don't expect you'll see that much. Individual units are handling it differently. That information is out there and available.
 - TG: I assume that each unit and college has to send info.
 - We are not prescribing; we want to empower folks to make decisions for their own people. Not to be less transparent, but to not make these decisions centrally.
 - TG: Thank you.
- Senator Solon Simmons: What are you finding most difficult in navigating issues relating to the Israel-Gaza crisis? How can the Carter School for peace and Conflict Resolution be helpful in this?
 - I have never seen an issue as polarizing as this one. Any level of support you give to one side, the other side hears it as not just a lack of support, but a slap in the face. It's an interesting set of dynamics that we're having to work through. There's an assumption on each side that the other side is happy with the way they are being treated. I've managed to write statements that have angered both sides. But this is not an issue I can address alone. The whole leadership team is working on it and we are trying to do what we think is right. My philosophy is that when you're in a no-win situation, you have to do what you envision is the right thing to do.
 - We want to use the Carter School in ways that highlight the work. I have spoken to the Dean about ways to engage the community in programs. This is the time for our experts to be just that and help our communities understand the issue. We have the scholars here to do just that, and if we don't do that we are missing an opportunity.
- Senator Eugene Kontorovich: As the head of the Center for Middle East and International Law in the Law School, I'd like to also offer our expertise. We have produced a lot of articles, media interviews etc. Want to clarify your earlier point about "both sides." How do we view "both sides" in this conflict and any equivalence between them?
 - We're working from what we're fielding from our community rather than the way I personally view it. This answer differs depending on

- who you ask. For some it is Israel vs. Hamas, others Israel vs. Palestine, others Jews vs. Muslims.
- Senator Siona Listoken: Regarding this issue, we've received emails regarding physical safety on campus. Are students feeling threatened, and is that coming to your office?
 - Students on all sides feel threatened, and this is one of the challenges we are dealing with. There's the issue of feeling threatened, and the issue of what is the threat. Sometimes the threat is comments they're fielding on social media, engagements they've had with others on campus, e.g. comments made, yelling etc. We've had very few issues of physical threats; it's all in the verbal and digital side. These students have grown up in a digital world, so digital threats are their reality. To them, this is everything. It's challenging because it's hard to secure that world. We can do what we can to secure the physical world but it's hard to secure the digital one, as our recent issue with listservs indicates.
 - Senator Delton Daigle: Your response inspired a new line of thought for me regarding securing our digital world. It's my understanding that the erroneous responses to the listservs were removed proactively from people's email accounts by ITS and I am curious where we want to be in terms of a policy that polices people's accounts in that way. I understand in this situation but what about removing political speech etc?
 - The ability to respond to listserv messages was not supposed to happen at all, those messages should never have been there in the first place and this is why they were deleted. It also wasn't the proper forum for that kind of exchange. If we were going to provide that we'd also have to provide ample time and opportunity for people with differing views to respond. By the time you did that, you would no longer have a vehicle that could be used to disseminate information to the university. So we couldn't allow that particular forum (the listservs) to be used in that way. We have lots of other venues for people to express themselves and we support them doing that – you just can't use the listservs for this.

IV. Committee Reports

Senate Standing Committees

- *Executive Committee* (Melissa Broeckelman-Post)
 - Most of what we discussed will come up later. Respective chairs will discuss merit increase and calendar issues.
- *Academic Policies* (Dominique Banville)
 - Proposed change to AP.3.3
 - Would like to submit a clarification to AP 3.3. to better reflect the current practice when dealing with the IN grade designation. When a

faculty enters an IN in the system, they must select a default grade in order to submit the IN. That default grade reflects what grade the student would get if the incomplete work is not submitted. (A failing grade (F) is a valid entry for the default grade). Currently, the policy reads: "If the work has not been completed and no final grade has been submitted by the established deadline, the grade of IN is changed by the University Registrar's office **to an F.**" The Academic Policy Committee is proposing the following clarification: "If the work has not been completed and no final grade has been submitted by the established deadline, *the grade of IN is changed by the University Registrar's office **to the Incomplete Final Grade recorded at the time of the IN grade designation.***"

- Discussion
 - Senator Doug Eyman: F is still a legitimate grade.
 - Motion to approve: Carried by acclamation (unanimous)
- Academic calendar
 - The early start of this academic year, and the fact that next academic year would start even earlier, caused a lot of challenges and we reached out to the registrar to explore our options.
 - We were able to come to an agreement, but the decision to change the calendar needs to be made today due to financial aid and other deadlines.
 - Proposal for 24-25 academic year to push the start of the semester to August 26 rather than August 19, and all of the dates would shift to accommodate the later start. Last day of class would be December 7, reading days December 9-10, exam period December 11-18, Commencement December 19, degree conferral December 21
 - Discussion
 - Jennifer Victor: Question about election day. I have been running studies on campus to examine student participation in elections, and have advanced a proposal to the Academic Policies Committee to make Election Day a student holiday. We are working on this proposal but given the urgency of changing the calendar I want to raise this issue now.
 - Doug McKenna (Registrar) - DM: The framework of the calendar needs to be set before December 1. Inserting Election Day as a student holiday doesn't affect the overall framework of the calendar so it is not critical that we affirm this holiday at this meeting; the start date of the semester is most important to discuss today. I am working on Election Day and other

- proposals and as those come forward we can talk them through.
- MBP: Let's focus on the start date today; Academic Policies have other proposals to bring at a future meeting.
 - Senator Lisa Lister: Will this have a ripple effect? Shortening winter break limits time available to faculty who have to prep new courses.
 - DM: At this point the Spring dates will not change, they will start the Tuesday after Martin Luther King Day, as usual. There is a separate conversation about extending the holiday break into the first week of January but I have no control over that. The logic of the change going forward would be the "first Monday on or after August 23." This does undo some of the shifts we made last time we discussed this issue.
 - Senator Jamie Clark: Part of the reason we did the shift last time was to accommodate staff requests for holiday breaks. Does this affect that?
 - DM: Working with HR and Richmond, Mason has found a way to maintain the duration of the break, just not entirely in December. I'm not responsible for that portion so don't know the full details, but I did express that concern when this proposal was brought to me. Having that concern mitigated, we moved forward with this proposal.
 - DB: Ken Walsh confirmed that the first day back for staff would be January 6, giving them 2 full weeks of holiday.
 - Senator Alex Monea: Could you confirm when classes would end in Fall 2024 and begin in Spring 2025?
 - DB: Last day of class would be Saturday, December 7, first day of Spring would be Tuesday following Martin Luther King Day, so January 21, 2025.
 - MBP: Faculty and GTA contracts start on August 25 and faculty are required to report back two weeks before. If we started August 19 faculty would be required to report back on August 5 and would not receive a paycheck until September 16. We also wanted to mitigate this issue.
 - Voice vote: Motion carried by acclamation (unanimous).

- We will bring proposals regarding other holidays, length of summer semester, etc. to the next meeting.
 - Student proposal regarding Artificial Intelligence
 - Academic Policies committee has recommended that a task force is created to look at Artificial Intelligence and make good use of the information available at the Stearns Center. We thought it was premature to create a policy given the rapid development of this issue and wanted to look more holistically than just having a syllabus statement – what impact does it have on the entire structure of the university? The Stearns Center has suggested syllabus language and I recommend that you go on there and use that language – the Academic Policies committee supports this language.
- *Budget and Resources* (Delton Daigle)
 - The first committee meeting took place on November 1 as we used our original first meeting slot for the budget town hall.
 - Next Board of Visitors meeting is on November 30 and materials should be posted November 17, so we will know soon when the Finance and Land Use committee will meet. Encourage people to attend.
 - New VP of HR Mary Lucal starts December 11. We understand critical vacancy posting will continue during the hiring chill. To follow up from what President Washington said, it was mentioned in our committee meeting that we are not meeting all of our spending reduction goals and we are hoping to get more information about that to encourage fair practices across units. I would also like to see guidance from the administration as to whether the 6% reductions are fully at the discretion of the units or whether there will be direction from the administration.
- *Faculty Matters* (Solon Simmons/Mohan Venigalla)
 - We recently collaborated with Gallup and HR to create the Faculty and Staff Engagement (FSE) and the Faculty Evaluation of Administrators (FEA) surveys. This allows us to do cross-correlations between the two surveys and reduces the risk of Faculty Matters committee members introducing their own biases into the qualitative analysis.
 - We have both quantitative and qualitative measures from the FEA survey.
 - We are looking to extend the FEA survey to chairs. We would like faculty input on how to adapt the questions for evaluating deans to create an evaluation instrument for department chairs/unit heads. We first need to identify who is in those roles (i.e. heads, chairs, etc) and then figure out what to ask them. We think this piece will be very important because the last survey suggested that the closer administrators are to the faculty member, the more impact they have on faculty engagement, which impacts student outcomes. These results could feed into a larger strategic plan item within the university

- around improving faculty engagement. We need to come up with items that accurately capture what chairs, heads etc actually do.
 - This is just intended to be another data point that will help. We know many chairs are going through evaluations already; we just want to standardize the process.
 - Spring 2021 Innovation Commission report proposed re-envisioning how we approach promotion and tenure (Innovation 5): creating a “leadership track” for promotion to full professor that reflects sustained and impactful contributions rather than simply not penalizing faculty for this type of work. Also considers appointment without term through tenure or evergreen contracts. Committee will be exploring these suggestions.
- [Nominations](#) (Bijan Jabbari)
 - New nominations for committee vacancies
 - Grading process task force:
 - Laurie Miller (INTO)
 - Ross Davies (ASLS)
 - Pending (Carter)
 - Research Advisory Committee: Grace Francis (CEHD)
 - UPTRAC: David Wong (COS)
 - Writing Across the Curriculum: Carter School (pending)
 - Slate approved by acclamation (unanimous)
- *Organization and Operations* (Lisa Billingham/Charlotte Gill)
 - No report; lots of things in the pipeline for future meetings

Other Committees/Faculty Representatives

- [University Ombuds: Kimberly Jackson Davidson](#)
 - We have had 168 visitors associated with 142 situations since the office opened. Charter was signed in October 2022, and in first full semester of service (Spring 2023) there were 44 visits and 51 visitors.
 - This translates to 495 hours spent either face-to-face with visitors or doing work to support their issues. We also spend time on outreach, collaboration, administration, and capacity building.
 - In October, we celebrated our first year of service and did an outreach effort to most of the campuses in person. Have not yet done virtual outreach to Mason Korea but we have had visitors from that campus. I plan to visit each campus once a month going forward.
 - As part of that celebration we invited ombuds from the DMV area to build relationships and collaboration.
 - We have seen 33% faculty (instructional and A/P), 38% students. I was pleased to see that more faculty have been coming in recent times. Visitors can give their sex/gender when they sign up, and based on that data visitors are 58% female and there have been visits from trans and non-binary people. The majority of visitors have been White, but race data does not capture people with international identities.

- Career and academic progression has been the most common issue people visit for (for faculty and students). “Acutely serious” incidents relate to the potential risk to the institution.
- Some patterns in visits: students tend to initiate contact to address concerns about faculty and seek conflict coaching etc. We focus on values and needs that create troubling communication in classes. This office can help faculty think through issues with communication in classes as well. Tenure-track faculty seek me out as a thought partner in approaching third-year review. Tenured faculty tend to seek me out as a conflict coach, how to be good mentors/bystanders, intentional listening, reality-checking, challenges with workload distribution.
- Questions
 - Senator Mohan Venigalla: The Faculty Matters committee is also working on workload issues – can we work with you to share information about these issues?
 - Yes – my role is not to resolve the issues, but happy to collaborate in discussions.
- Motion to extend the meeting until 4:30 was approved by unanimous acclamation.

V. New Business: None.

VI. Announcements

- Interim Provost Walsh
 - Thank you to the Senate and the Academic Policies committee in particular for their work on the academic calendar issue. I really appreciate the care and concern faculty showed in that discussion for their colleagues on 12-month appointments.
 - We are looking forward to the last Board meeting of the calendar year on November 30, and beyond that looking forward to Commencement.
 - There have been consistent conversations around the budget and we are working with the deans to ensure that a consistent budget reporting template gets circulated that will answer questions at an appropriate level of detail.
- EVP Dickenson
 - We are hopeful for a standard Board meeting this time. The materials are due on November 17 but there will be time for review so we will share them once they’re available.
 - Also appreciate work on academic calendar.
 - With the budget, we are seeing challenges in reducing ITS costs and are looking for alternative ways to fund that, e.g. from Masonvale and Vernon Smith Hall revenue. More to come on that.
- [Parking and Transportation’s Fall 2023 Survey \(extended to December 3\)](#)
 - Everyone is encouraged to fill out the survey – see attachment for details.

VII. Remarks for the Good of the General Faculty: None.

VIII. Adjournment: The meeting was adjourned at 4:27pm.

Respectfully submitted,

Charlotte Gill
Faculty Senate Secretary

Truman Deree
Faculty Senate Clerk

**APPENDIX A
SENATE STANDING COMMITTEES**

Academic Policies

Proposed changed to AP. 3.3

The Academic Policies Committee would like to submit a clarification to AP 3.3. to better reflect the current practice when dealing with the IN grade designation. When a faculty enters an IN in the system, they must select a default grade in order to submit the IN. That default grade reflects what grade the student would get if the incomplete work is not submitted. (A failing grade (F) is a valid entry for the default grade).

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Nominations

Grading Process Task Force - seats to be filled

- UN: Laurie Miller
- ASLS: Ross Davies
- Carter: nominee pending

Research Advisory Committee: Grace Francis

UPTRAC: David Wong

Writing Across the University: Carter School nominee pending



Faculty Matters Committee

Senate Executive Committee meeting
11/2/23

Lisa Lister, Anna Pollock, Ellen Rowe, Solon Simmons (co-chair), and Mohan Venigalla (co-chair)

Gallup FEA Poll: President Washington

GrandMean
3.49

ITEM	MEAN
Is accessible to faculty.	3.25
Communicates effectively with faculty.	3.48
Effectively supports faculty performance.	3.33
Appropriately engages faculty in decision making on important issues.	2.96
Has established an effective leadership team.	3.30
Manages resources effectively.	3.40
Effectively advances the university's goals of diversity and inclusion.	4.07
Effectively articulates the university's mission, vision, and values.	3.90
Effectively represents the university to external audiences.	3.90
Creates a climate of high morale at the university.	3.30
Overall, serves as an effective leader of the university considering all of the above factors.	3.54

What are the President's strengths and areas of success?

- **DEI:** "President Washington has made GMU a leader in Diversity, Equity, and Inclusion."
- **Visibility:** "President Washington is good at being visible both within and outside of the university, and he does a good job of communicating our value to external stakeholders."
- **Communication:** "Communicates openly about issues. Clear articulation of Mason's mission and vision."

What are specific suggestions for areas where the President can improve their performance?

- **Accessibility:** "Reach out more to individual departments and faculty to understand challenges and future needs."
- **Faculty involvement:** "Have more direct communication with faculty. Include faculty (not administrators) on Task Forces. Include faculty more in the decision-making."
- **Academics:** "Focus on bringing humanities and social sciences forward in addition to STEM."

Deans

ITEM

Effectively promotes civil relationships and collaboration among faculty members within the academic unit.

Makes decisions affecting faculty with appropriate faculty input.

Effectively supports faculty efforts to achieve their research, teaching, and service goals.

Has established fair workload and performance evaluation policies for faculty.

Allocates resources equitably across the academic unit.

Has established an effective leadership team for the academic unit.

Has effectively brought resources and opportunities to the academic unit that have helped faculty accomplish their research, teaching, and service mission.

Effectively advances the university's goals of diversity and inclusion.

Overall, serves as an effective leader of the academic unit considering all of the above factors.

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GALLUP

Heads

As a conversation starter, the following are adopted from FEA questions for Deans. The FMC is seeking feedback from chairs and faculty on the following (by Feb 1st)

Effectively promotes civil relationships and collaboration among faculty members within the academic unit.

Makes decisions affecting faculty with appropriate faculty input.

Effectively supports faculty efforts to achieve their research, teaching, and service goals.

Has established **implemented** fair workload and performance evaluation policies for faculty.

Allocates resources equitably across the academic unit. **Zealously champions the LAU's interests at the college and university levels.**

Has established an effective leadership team for the academic unit.

Has effectively brought resources and opportunities to the academic unit that have helped faculty accomplish their research, teaching, and service mission.

Effectively advances the university's goals of diversity and inclusion.

Overall, serves as an effective leader of the academic unit considering all of the

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GALLUP

SPRING 2021 INNOVATION COMMISSION FINAL REPORT
 JUNE 11, 2021

CHAIRS
 Keith Renshaw and Ken Walsh

MEMBERS
 Zofia Burr, Christopher Carr, Guadalupe Correa-Cabrera, Edward Dittmeier, Liza Wilson Durant, Kimberly Eby, Craig Escherick, Martin Ford, Emily Ihara, Alison Landsberg, David Miller, Michael Nickens, Rene Stewart O'Neal, Rose Pascarell, Padmanabhan Seshaiyer, Solon Simmons, John Yun

ADMINISTRATIVE SUPPORT
 Jeanmerie Lagos

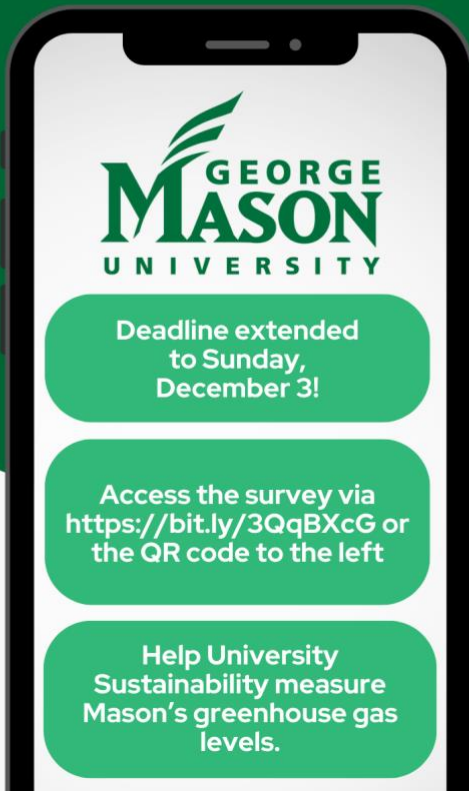
Innovation 5: Re-Envision Approach To Promotion/Tenure

- A. Create a "leadership track" (i.e., genuine excellence in leadership) for promotion to full professor to facilitate the cultivation of effective senior academic leaders at Mason.
- B. Ensure that descriptions of these efforts focus on the intrinsic value of the work (rather than declaring simply that candidates should not be penalized for that work).
- C. Consider how and whether veteran term faculty (perhaps those who have earned the rank of full professor) could be eligible for "appointment without term" through tenure or another mechanism (e.g., "evergreen" contracts).

APPENDIX B
ANNOUNCEMENTS

Fall 2023 Commuting & Transportation Survey

Take a brief survey on your phone or computer. Enter a drawing for a chance to win a prize!



Raffle Prizes



Survey link: <https://bit.ly/3QqBXcG>
Deadline: December 3

APPENDIX C
OFFICE OF THE UNIVERSITY OMBUDSPERSON INAUGURAL REPORT TO FACULTY SENATE



Office of the University Ombudsperson

Inaugural Report to Faculty Senate November 15, 2023

Prepared Collaboratively by Sarah Afil and Kimberly Jackson Davidson
© November 2023 Office of the University Ombudsperson

February 2022 thru
May 2023

The Big Picture

168 VISITORS ASSISTED WITH 142 SITUATIONS TO DATE, 111 BEFORE JUNE OF 2023

February to July 2022 – Establishing the Office. 17 visits and 19 visitors. Busiest Months: April and June 2022, 29% each.

August 2022 to December 2022 – Charter signed by President Washington and website launched October. 32 visits and 42 visitors. Busiest Month November 2022 40%.

January to May 2023 – First full semester of service. 44 visits and 51 visitors. Busiest Month May 2023 31%.

Since May 2023, there have been 49 visits and approximately 57 visitors.

How do we spend
our time?

The Big Picture

495 HOURS SPENT WITH VISITORS OR ENGAGING IN ACTIVITIES RELEVANT TO THEIR CONCERNS TO DATE

Outreach (skill-building workshops, promotions, networking with institutional stakeholders, affinity and employee resource groups, and attending campus events),

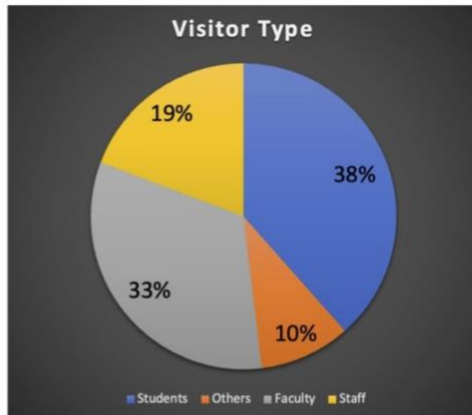
Collaboration (ex-officio committee service and local, regional, and national networking and projects),

Administration (finance, personnel, planning/coordination/execution),

Capacity Building (supervision and professional development)

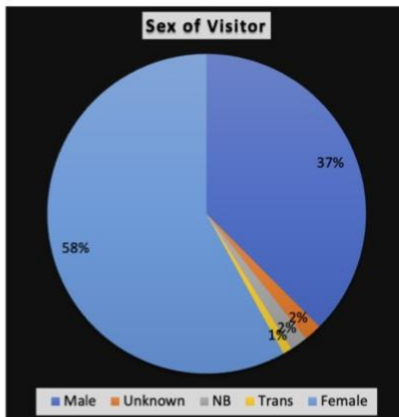
Who is using the services?

Visitor Type



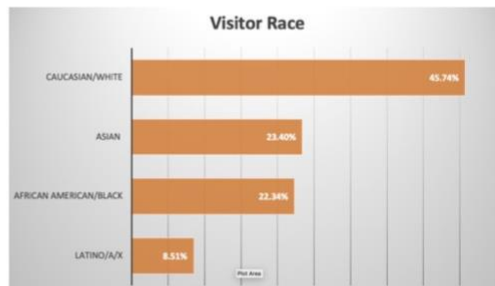
Who is using the services?

Sex of Visitor



Who is using the services?

Race



What are the concerns?

PRIMARY CONCERNS	PERCENTAGE
Career/Academic Progression	20.19%
Services/Administration	18.27%
Safety, Health, Environment	11.54%
Values, Ethics, Standards	8.65%
Employee Evaluative Relationship	6.73%
Abrasive Behavior (bullying, microaggressions)	6.73%
Student Evaluative Relationship	5.77%
Communication	4.81%
Employee Compensation/Benefits	2.88%
Organizational, Strategic, and Mission Related	2.88%
Employee/Peer Relationships	1.92%
Other -- Immigration Status	1.92%
Other -- Understand the Office and its Services	1.92%
Leadership	1.92%
Not Mentioned	0.96%
Other -- Formal Process Impact	0.96%
Other -- Lack of Transparent Hiring/Separation Practices	0.96%
Academic	0.96%

What are faculty concerns?

PRIMARY CONCERNS	PERCENTAGE
Career/Academic Progression	19.35%
Employee Evaluative Relationship	16.13%
Safety, Health, Environment	16.13%
Values, Ethics, Standards	12.90%
Organizational, Strategic, and Mission Related	6.45%
Abrasive Behavior (bullying, microaggressions)	6.45%
Employee Compensation/Benefits 1	3.23%
Student Evaluative Relationship	3.23%
Services/Administration	3.23%
Communication	3.23%
Not Mentioned	3.23%
Lack of Transparent Hiring/Separation Practices	3.23%
Leadership	3.23%

Faculty Visitor Traffic Patterns
A Snapshot

	FEB - JULY 2022	AUG - DEC 2022	JAN - MAY 2023	FEB 2022 - MAY 2023
Percentage of faculty visitors	26%	28%	32%	32%
Percentage of AP faculty visitors among all faculty visitors	60%	43%	17%	31%
Percentage of visitor hours in service of faculty visitors	28%	33%	31%	31%
Percentage of faculty visits rated acutely serious	0%	0%	18%	18%
Percentage of faculty self-referrals	31%	45%	43%	43%

Primary Visitor Concern

Most Frequent

ACROSS ALL VISITORS

PERIOD	CONCERN
Feb - July '22	Career/Academic Progression
Aug - Dec '22	Services/Administration
Jan - May '23	Career/Academic Progression
Feb 2022 - May 2023	Career/Academic Progression

AMONG ALL FACULTY

PERIOD	CONCERN
Feb - July '22	Employee Evaluative Relationship
Aug - Dec '22	Safety, Health, Environment
Jan - May '23	Career/Academic Progression
Feb 2022 - May 2023	Career/Academic Progression

Patterns
Anomalies
Themes

Examples

- Students (graduate and undergraduate) seek conflict coaching or mediated conversations with faculty to clarify and de-escalate tense communication.
- Tenure track faculty seek a thought partner regarding concerns related to the approach of the third-year review.
- Tenured faculty use conflict coaching as they consider how to be good bystanders to mentees, colleagues, and students.
- Tenured faculty seek intentional listening, reality-checking, and resource referral as they observe shifts in their workload distribution related to the balance between teaching and research.

Patterns
Anomalies
Themes
Recommendations

The Flip Side

- **Career/Academic Progression**
(Making progress toward goals at Mason)
- **Employee Evaluative Relationships**
(Communication)
- **Safety, Health, Environment**
(Climate)

Resources for Dialogic Classrooms

- <https://whatisessential.org/higher-ed/classroom>
- **The Art for Effective Facilitation**, Lisa M. Landreman editor (Chapter 8 From Safe Spaces to Brave Spaces is excellent)

Thank you!

Kimberly Jackson Davidson
University Ombudsperson
Buchanan Hall Suite D170
703-993-6596 | (office)
571-454-4460 (cell) |
ombuds.gmu.edu (website)

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November 15, 2023

LIST OF ATTENDEES

145 Total Listed Attendees (46 Senators and 99 Visitors)

10 Additional Visitors attended who chose not to be listed

46 Senators Present: KL Akerlof, Jatin Ambegaonkar, Dominique Banville, Ioannis Bellos, Alok Berry, Lisa Billingham, Virginia Blair, Michelle Boardman, Melissa Broeckelman-Post, Jamie Clark, Richard Craig, Tim Curby, Delton Daigle, John Dale, Sebahattin Demirkan, Douglas Eyman, Tim Gibson, Charlotte Gill, Thalia Goldstein, Liling Huang, Seth Hudson, Jessica Hurley, Bijan Jabbari, Eugene Kontorovich, Kerri LaCharite, Lisa Lister, Siona Listokin, Tamara Maddox, Alexandra Masterson, Laurie Miller, Alexander Monea, Anna Pollack, Marvin Powell, Greg Robinson, Pierre Rodgers, Ellen Rowe, Catherine Sausville, Zachary Schrag, Gene Shuman, Solon Simmons, Cristiana Stan, Kun Sun, Mohan Venigalla, Anne Verhoeven, David Wong, Jie Zhang

6 Senators Absent: Alan Abramson, Daniel Garrison, Ed Gero, Victoria Grady, Katherine Rosenbusch, Rebecca Sutter

99 Visitors Present: Jessica Adams, Wayne Adams, LaShonda Anthony, Ann Ardis, Marie Arnold, Sharnnia Artis, Ernest Barreto, Jennifer Beck-Wilson, Ryan Braun, Laurence Bray, Lisa Breglia, Alecia Bryan, Crystal Buckley, Tom Butler, Alan Byrd, Rob Cameron, Angela Chezem, Jenny Chism, Kimberly Davidson, Shannon Davis, Truman Deree, Deb Dickenson, Kathleen Diemer, Kim Dight, Fatou Diouf, Vicki Dominick, Carolyn Drews-botsch, Ka'sha Faulk, Jack Fedak, Teresa Finn, Kimberly Ford, Saiid Ganjalizadeh, Marcy Glover, Renate Guilford, Pallavi Gullo, Megan Healy, Caitlin Horan, Ginny Hoy, Yingji Jin, Toshia Johnson, Rochelle Jones, Julie Kaplan, Matt Kelly, Laura Kosoglu, Shyama Kuver, Vin Lacovara, Quyen Le, Tim Leslie, Paul Liberty, Ingrid Lopez, Karen Manley, Jenna McGwin, Doug McKenna, Helen McManus, Jennifer Meslener, Julia Morelli, Shavonne Munnlyn, Jneva Norfleet, Dori O'Donnell, Cheryl Oetjen, Anne Osterman, Sarah Parnell, Melissa Perry, Cathy Pinskey, Peter Plavchan, Thomas Polk, Pam Promisel, Rachel Quinn, Stephanie Rambo, Traci Rees, Keith Renshaw, Lauren Reuscher, Marguerite Rippy, Carrie Rose, ChangGyo Ryu, Mohammad Salama, Michele Schwietz, Pamela Shepherd, Cliff Shore, Charlie Spann, Kerry Stoner, Frank Strike, Amy Sullivan, Burak Tanyu, Kristen Taylor, Amanda Torres, Girum Urgessa, Jennifer Victor, Ken Walsh, Gregory Washington, Myisha Washington, Wendy Watkins, Kimberly Weisman, Preston Williams, Bob Witeck, Paige Wolf, Elizabeth Woodley, Courtney Wooten, Julie Zobel

