

GEORGE MASON UNIVERSITY
AGENDA FOR THE FACULTY SENATE MEETING
October 5, 2011
Robinson Hall B113, 3:00 - 4:15 p.m.

I. Call to Order

II. Approval of the Minutes of April 6, April 20, and September 7, 2011

III. Announcements

President Merten

Dean Edward Rhodes, School of Public Policy

IV. New Business - Committee Reports

A. Senate Standing Committees

Executive Committee

Academic Policies

Budget & Resources

Faculty Matters

Nominations

Larry Rockwood (COS) is nominated to serve as faculty representative to the Student Space and Services Advisory Committee (SSSAC)

Christy Pichichero (CHSS) is nominated to fill a vacancy on the Technology Policy Committee

Organization & Operations

B. Other Committees

Report from the Faculty Handbook Revision Committee **ATTACHMENT A**

V. Other New Business

A. Mason Songdo Campus – Anne Schiller, Vice President for Global and International Relations **ATTACHMENTS B, C, and D**

B. GMU Branding Campaign – Christine LaPaille, Vice President for University Relations

VI. Remarks for the Good of the General Faculty

VII. Adjournment

ATTACHMENT A
Report from the Faculty Handbook Revision Committee
for the Faculty Senate meeting, October 5, 2011

The Faculty Handbook Revision Committee is meeting this semester to discuss proposed changes to the Faculty Handbook. The Committee will also meet with appropriate administrators. Any proposed changes will be considered by the Faculty Senate at a Special Meeting on Feb. 15, 2012. A final report will be submitted to the faculty by Jan. 25, 2012, three weeks before the meeting. The Board of Visitors has requested that any approved changes be considered by them at their March 21, 2012 meeting.

In addition to items left over from last year, the committee is examining the Post-tenure Review Policy and Procedures, formation and composition of the Appeal Board to hear appeals to denial of tenure/promotion/renewal, and policies and procedures for conversion of term faculty to tenure-track positions.

ATTACHMENT B

MASON IN EAST ASIA AND THE KOREA CAMPUS PROJECT

Office of Global and International Strategies Brief

GEORGE MASON UNIVERSITY HAS MADE CLEAR ITS COMMITMENT TO EXPANDING ACTIVITIES IN EAST ASIA. MASON'S 2010-2014 STRATEGIC PLAN STATES THAT MASON WILL "MAINTAIN STRONG EMPHASIS ON UNIVERSITY ACTIVITIES" IN EAST ASIA, "DEVELOPING ADDITIONAL COLLABORATIVE OPPORTUNITIES IN SOUTH KOREA AND CHINA." IT ALSO NOTES THAT MASON WILL "ADD FACULTY STRENGTH ON EAST ASIA."

East Asia is a region of interest to Mason for many important reasons. Chinese and Korean students are the second and third largest groups of international students at Mason. Many hundreds more of Mason's students are of Asian descent. Indeed, South Korea and China send higher numbers of their students to the US than any other countries in the world. In response to growing domestic interest in this region, Mason has introduced both Korean and Chinese to its language offerings. Mason has also sought to recruit East Asian faculty members and faculty members interested in East Asia. These faculty travel regularly to Asia to conduct research, attend conferences, and teach short-term courses. Also close to home are large and dynamic East Asian ethnic communities. More than 1,000 Korean-owned businesses currently operate in Annandale alone.

Mason's Expanding Interests in East Asia

South Korean and Chinese institutions are investing heavily in their higher education and research sectors and are attractive partners for Mason. Among our newest partnerships is Mason's Center for Infrastructure and Homeland Security's joint training program in nuclear power safety with the Korean Electric Power Company (KEPCO). Mason's Global Office has recently launched a partnership with the Korean Ministry of Education, Science and Technology to offer no cost semester and yearlong internships for US students in towns across Korea under the auspices of the TaLK Korea Program. Mason also continues to be very active in China programs and study. The China 1+2+1 program brings us a high-achieving group of students and has fostered strong institutional links between Mason and its Chinese university partners. Mason also hosts Virginia's original Confucius Institute, established in partnership with the Beijing Language and Culture University.

Mason's Center for Asia Pacific Economic Development (CAPEC) also seeks to expand relations with East Asian students, scholars, and business leaders. CAPEC currently offers undergraduate and graduate research travel scholarships to Taiwan each summer. A Mason campus in Korea would be helpful in expanding CAPEC programs, as Mason's own faculty based at Songdo could receive students and serve as mentors or direct them to other relevant experts. CAPEC also seeks to establish an internship/experiential program for Mason students. If Mason opens a campus in Korea, CAPEC could offer domestic students the opportunity for

internships hosted in Korea. A campus in Korea would also promote CAPEC's Executive Visiting Scholars Program.

Mason has had a Korean Studies Center for several years and is currently soliciting private donors to support a building project would provide housing for the center. In addition, Mason expects to introduce a Northeast Asia Pacific Area Studies Program within the next few years. That program and the Korean Studies Center would complement one another in exciting ways.

Songdo and Mason's Future in East Asia

- Korea and China are sources of outstanding students for Mason. Global competition for East Asian students and scholars has increased dramatically. Mason must position itself to be as accessible as possible to these sought-after populations. A Korea campus will enhance Mason's success in recruitment. It will also increase recruitment in other parts of East and Southeast Asia.
- With a campus in Korea, Mason will be able to offer new opportunities in East Asia to US-based students and faculty. Current US students could choose Mason at Songdo as a study abroad destination. Costs to student participants would be reduced as Mason faculty would already be available in-country. Further, the Songdo facility will house our students safely and conveniently at a considerable savings over the usual cost of housing in countries such as this one. Calculation of course equivalencies and transfer credit would be unnecessary as the courses offered would be Mason's own.
- A Korea campus would open new possibilities for multilateral academic research involving Mason and other Asian partners. One idea under discussion among several deans is the establishment of a new research center in experimental economics at Songdo in partnership with a top Korean university. Other universities, including SUNY-Stony Brook and the University of Utah have already had considerable success in attracting funding for joint research centers with Korean partners.
- Among local officials who have followed developments regarding Mason in Korea with great interest is Senator Chap Peterson. The Senator supports the proposed campus as a long-term alliance between GMU and South Korea would positively impact northern Virginia's economic development. He has been quoted as saying that "Given the number of Korean students in Fairfax County and our proximity to the nation's capitol, GMU is in the ideal position to mount this project."

The opportunity to establish a campus in Korea fits squarely in Mason's commitment to a dynamic world region, as well as our university's intention to increase the "number of international students by at least 20%" and to link overseas study "more vigorously to numerous academic programs." A permanent academic presence in Korea would also expand and burnish Mason's reputation and brand. Over the years, through the good work of faculty and administrators and alumni, Mason has begun to acquire significant name recognition in East Asia. Mason can leverage that recognition as it begins recruitment for a new campus. A Mason campus in Korea would make Mason's commitment to East Asia more tangible, strengthen our institution's current relationships in the Asia-Pacific region, and create an attractive base for new opportunities with international partners in education, business, government, and more.

ATTACHMENT C

Introduction to the Incheon Free Economic Zone (IFEZ) and Songdo Global University Campus Prepared by the Office of Global and International Strategies

Overview of Incheon Free Economic Zone

Project Description: Incheon Free Economic Zone (IFEZ) is a 169.5 square-kilometer site (42,000 acres) intended for 850,000 residents. The IFEZ project includes three areas: Songdo, Yeongjong, and Cheongna (Figure 1).

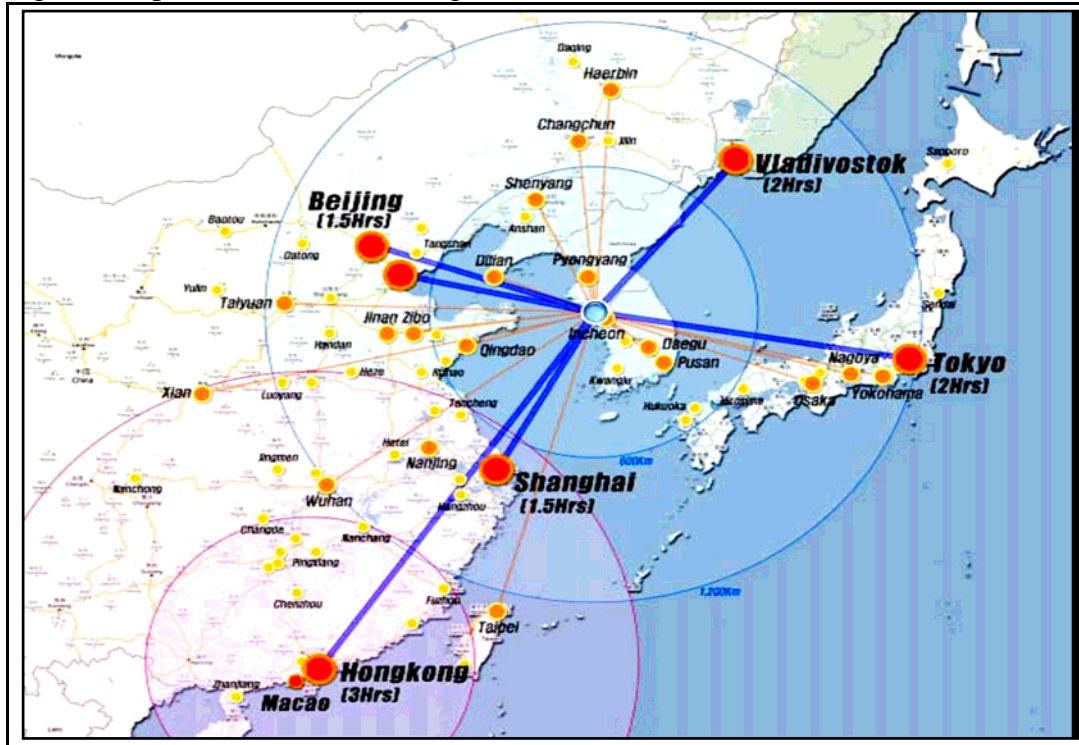
Figure 1. IFEZ: Songdo, Yeongjong, Cheongna areas



IFEZ seeks to attract international businesses, high technology industries (IT, BT, R&D), education facilities including foreign schools and medical industry facilities such as hospitals to the Songdo area. A Bio-Complex will be connected with Songdo Global University Campus and Songdo International Hospital.

Optimal Location: IFEZ is located in the middle section of the West coast of the Korean Peninsula, twenty five miles from Seoul. Sixty one Northeast Asian cities, each with more than one million inhabitants, are located within three hours flight time. The Northeast Asia region has a total of 1.7 billion people and generates a quarter of worldly gross domestic product. (Figure 2). Incheon International Airport, about 15 minutes' drive from Songdo, is ranked No.1 by many noted global magazines.

Figure 2. Optimal Location of Songdo, IFEZ



Investments and Companies in Songdo: About half the construction of commercial buildings, residential areas and infrastructure has been completed, and the population had increased to 44,000 — including 800 foreigners — as of February, 2011. As of 2010, 328 companies had established offices in Songdo including **IBM, GE Healthcare, Celltrion, GM DAEWOO, Crucell Berna, Schenker, Lippo Limited, N-Hitech, DynamicWave Telecom,** and others. Chadwick International has opened its first international school in Songdo. A second international school is expected to open shortly. Major recent investments have also come from **Cisco, the Samsung Group, the Lotte Group, the CJ Biotechnology Group, Korean Air, Valtion Teknilinen Tukimus keskus (VTT) or the Technical Research Centre of Finland, UN agencies, and Dong-a Pharmaceutical.**

Demand for American Education in the Region: Korea, along with China and India, ranks as one of the top three nations in terms of sending the highest number of students to the United States. In a 2008 survey by South Korea’s National Statistical Office, 48.3 percent of South Korean parents said they wanted to send their children abroad to “develop global perspectives,” avoid the rigid domestic school system or learn English. It would be attractive for parents and students if Koreans or other Asian nationals could pursue U.S. degree programs in a location like Songdo where living expenses are cheaper, but the quality of education equals that of campuses in America.

Description of Songdo Global University Campus (SGU): The offshore campus is located in a Global University Campus zone occupying 295,000 square meters (73 acres). This cluster comprises a shared network of facilities such as classrooms, laboratories, offices, libraries, cafeteria, student union buildings and gymnasiums. On-campus dorms, staff and faculty quarters and guest houses are also available (Figure 3).

The IFEZ authorities seek to attract up to ten foreign universities, each providing “their most competent academic programs.” As a result, “the campus will be able to act as a comprehensive university as a whole.” Each university will grant its own degrees and be responsible for its own academic administration. A special independent administration (i.e., Songdo Global University Campus Foundation or SGUF) will manage campus facilities. SUNY Korea (State University of New York) is opening in February 2012 and will offer graduate program in two areas of study: computer science and technology and society (www.sunykorea.ar.ku). In 2013, Belgium's Ghent University will begin offering undergraduate courses in biotechnology, environmental technology and food technology. University of Utah has signed an MOU and is planning to offer degrees in education. Alfred University and the University of Illinois at Urbana Champaign also signed MOUs with IFEZ. Korean universities, too, have been successfully recruited. These include Yonsei University, Incheon University, and Gacheon University. The Seoul National University and Johns Hopkins University have also shown interest in building campuses at Songdo.

Figure 3: Sketch of Songdo Global University Campus



ATTACHMENT D

MASON AT SONGDO: PROPOSED TERMS

- Initial Term of Agreement: five (5) years, renewable.
- Subsidy: One million US dollars per year, for each of the first five (5) years. This subsidy will not be reimbursed.
- Start-up Cost Contributions:
 - a. Ten million US dollars will be provided to cover any operational deficits for the initial term of agreement.
 - b. To provide cash for ongoing campus operations, the start-up contributions will be provided prior to the start of the academic year.
 - c. If the total operational deficits exceed \$10M, IFEZA and Mason will further discuss in good faith the best course of business.
 - d. Start-Up Contributions are to be repaid only in the event the program generates net income. Mason's total expenditures will not exceed the cost of net tuition revenues, IFEZA subsidy, and IFEZA start-up contribution.
 - e. In years that generate net income, Mason pays 50% of net income, only until all Start-Up Contribution funds are recovered by IFEZA.
- Regulatory Approval: The Songdo Mason campus can open only following approval by MEST, SACS, and the State Council of Higher Education for Virginia ("SCHEV").
- LLC: Mason will create a Limited Liability Company to operate the Songdo campus, as permitted by special legislation. The LLC will be insured as required by Korean law.
- Infrastructure Contribution:
 - a. Facilities. IFEZA shall provide Mason Songdo with the facilities and services necessary to operate Mason Songdo academic affairs, free of rent or other charges for five (5) years. The rent free period may be extended for up to three (3) additional years if the operations of Mason Songdo remain in deficit at the end of the initial five (5) year period. Necessary services will be specified in the contract.
 - b. Utilities. IFEZA shall provide utilities and maintenance service for Mason Songdo without any charges for five (5) years.

- c. Equipments and Materials. IFEZA shall equip the facilities with necessary office and classroom equipment, and furniture according to standards set by the State of Virginia.
- d. Library. IFEZA shall provide a collection of library books at the Songdo Global University Campus for use by the academic programs at Mason Songdo. Such collection shall meet all requirements of all accrediting agencies of Mason.