

**GEORGE MASON UNIVERSITY  
AGENDA FOR THE FACULTY SENATE MEETING  
SEPTEMBER 4, 2013  
Robinson Hall B113, 3:00 - 4:15 p.m.**

**I. Call to Order**

**II. Approval of the Minutes of April 3 and April 24, 2013**

**III. Announcements**

Provost Stearns – Issues for 2013-2014

Attachment A

Appointments:

Susan Trencher (CHSS) to serve as faculty representative to the Provost's  
Budget Planning Team

Andrew Wingfield (CHSS) to serve as faculty representative to the Energy  
Use and Policy Taskforce

Biometric Screenings – Rizna Ahmed, Director, Benefits, Wellness and Work/Life,  
Human Resources/Payroll

Update to Office 365 E-Mail – Sharon Pitt, Interim Executive Director and Interim ITU Deputy CIO,  
Technology Systems Division

**IV. Unfinished Business**

Salary Equity Study Committee Annual Report 2012-13

Attachment D

**V. New Business - Committee Reports**

**A. Senate Standing Committees**

*Executive Committee*

*Academic Policies*

*Budget & Resources*

*Faculty Matters*

*Nominations*

*Organization & Operations*

**B. Other Committees**

**VI. Other New Business**

**A. Elections**

Election of the Secretary of the Senate

Nominee: Peter Pober

Election of Members of Senate Standing Committees

Attachment B

Election of Members of University Committees

Attachment C

**VII. Remarks for the Good of the General Faculty**

## VIII. Adjournment

[followed by brief organizational meetings of the Senate Standing Committees]

### ATTACHMENT A

**Issues for consideration for Academic Year 2013 – 2014**

**September 4, 2013**

**Peter N. Stearns, Provost and Executive Vice President**

- Dean recruitment
- Major efforts: Songdo; INTO; Mason Online, Executive Education
  - Strategic plan
  - Budget focus
- Retention and recruitment at all levels
  - Research (medical education)
  - Global planning consortium
  - Balance; Provost transition
  - Work on tuition model

### ATTACHMENT B

**September 2013 Faculty Senate Nominations Committee Report**

The Committee on Nominations presents the following nominations for AY 2013-14:

**SECRETARY of the SENATE:** Peter Pober (CHSS)

#### **FACULTY SENATE STANDING COMMITTEES ( 2-year terms; all members are Senators)**

##### **ACADEMIC POLICIES**

*Continuing Member:* Dominique Banville (CEHD)

*Nominees:* Helen Frederick (CVPA), Timothy Leslie (COS), Ning Li (SOM), Suzanne Scott (CHSS -1-year term)

##### **BUDGET AND RESOURCES**

*Continuing Members:* Janos Gertler (VSE), Susan Trencher (CHSS), Jenice View (CEHD)

*Nominees:* Yvonne Demory (SOM), June Tangney (CHSS)

## **FACULTY MATTERS**

*Continuing Members:* None

*Nominees:* Mark Addleson (SPP), Doris Bitler Davis (CHSS), Paula Petrik (CHSS -1 year term), Keith D. Renshaw (CHSS -1-year term), Joe Scimecca (CHSS )

## **NOMINATIONS**

*Continuing Members:* Jim Bennett (CHSS), Linda Monson (CVPA), Peter Pober (CHSS)

*Nominees:* Two vacancies, nominations must come from the floor.

## **ORGANIZATION AND OPERATIONS**

*Continuing Members:* Arie Croitoru (COS), Bob Dudley (CHSS), Star Muir (CHSS), Bob Smith (CHSS)

*Nominee:* Lisa Billingham (CVPA)

## **ATTACHMENT C**

### **UNIVERSITY STANDING COMMITTEES**

**(Members and nominees in bold type are Faculty Senators;  
2-year terms unless otherwise noted)**

## **ACADEMIC APPEALS**

*Continuing Members:* Sheri Berkeley (CEHD), **Peter Pober (CHSS)**

*Nominees:* **Carol Cleaveland (CHHS)**, Rutledge Dennis (CHSS), Kelly Dunne (CHSS)

*Provost Appointee:* Michael Hurley (CHSS)

## **ACADEMIC INITIATIVES**

*Continuing Members:* Craig Esherick (CEHD), **Iosif Vaisman (COS)**

*Nominees:* Steven Rose (CHHS), Hugh Sockett (CHSS), **Anand Vidyashankar (VSE)**

*Ex Officio:* Anne Schiller (Vice President, Global and International Strategies)

## **ADMISSIONS**

*Continuing Members:* Linda Schwartzstein (CHSS), Susan Tomasovic (CHSS)

*Nominees:* **Betsy DeMulder (CEHD)**, Marion Deshmukh (CHSS), Marie Kodadek (CHHS )

*Dean of Admissions appointee:* Darren Troxler (Associate Dean of Admissions)

## **ATHLETIC COUNCIL**

*Continuing Members:* Rich Klimoski (SOM)

*Nominees:* Amanda Allen Caswell (CEHD), Margaret Weiss (CEHD –1-year term), **Phil Wiest (CHSS)**

*Presidential Appointee:* Linda Miller (CVPA) (Chair, Faculty Athletic Representative)

## **EFFECTIVE TEACHING**

*Continuing Members:* **John Cantiello (CHHS)**, Timothy Curby (CHSS)

*Nominees:* Lorraine Valdez Pierce (CEHD), Rodger Smith (CHSS – 2015), Ghania Zgheib (ELI – 2015)

## **EXTERNAL ACADEMIC RELATIONS**

*Continuing Members:* Mike Dickerson (CHSS), **David Kuebrich (CHSS)**, John Riskind (CHSS)

*Nominees:* **Changwoo Ahn (COS )**, **Alok Berry (VSE)**, **Pierre Rodgers (CEHD)**

*Provost Appointee:* **Lesley Smith (CHSS)**

## **FACULTY HANDBOOK REVISION (3-year term)**

*Continuing Member:* Kevin Curtin (COS-2015)

*Nominees:* **Elavie Ndura (CEHD – 2015)**, **Suzanne Slayden (COS – 2016)**

## **GENERAL EDUCATION (8 elected members, 3-year term)**

*Continuing Members:* **Dominique Banville (CEHD – 2015)**, Kelly Dunne (CHSS – 2014), Rebecca Ericson (COS – 2015), Mack Holt (CHSS – 2014), Frank Allen Philpot (SOM - 2015), Mark Uhen (COS – 2014)

*Nominees:* Melissa Broekelman-Post (CHSS -2016), Roger Paden (CHSS – 2016)

*Provost Appointees:* Rick Diecchio (COS), Kim Eby (Associate Provost), Doug Eyman (CHSS), Carol Urban (CHHS)

*Ex-Officio:* Janette Muir (Associate Provost for Undergraduate Education – Chair)

## **GRIEVANCE**

*Continuing Members:* **Doris Bitler Davis (CHSS)**, Paul Houser (COS), Mike O'Malley (CHSS)

*Nominees:* **Rick Coffinberger (SOM )**, **Joe Scimecca (CHSS)**

## **MINORITY and DIVERSITY ISSUES**

*Continuing Members:* Jian Lu (COS), **Suzanne Scott (CHSS)**

*Nominees:* Xiaomei Cai (CHSS), Nirup Menon (SOM), Kristy L. Park (CEHD)

## **NON-TRADITIONAL, INTERDISCIPLINARY, and ADULT LEARNING**

*Continuing Members:* Nada Dabbagh (CEHD), **Kathryn Jacobsen (CHHS)**

*Nominees:* Jeng-Eng Lin (COS), Kristin Scott (CHSS ), Karen Studd (CVPA)

## **SALARY EQUITY STUDY**

*Continuing Members:* Eden King (CHSS), **Lesley Smith (CHSS)**, Catherine Wright (CHSS)

*Nominee:* Margret Hjalmarson (CEHD)

*Provost Appointee:* Penelope Earley (CEHD)

*Equity Office Appointee:* Rory Muhammad (Associate Director, Equity and Diversity Services)

## **TECHNOLOGY POLICY**

*Continuing Members:* **Alok Berry (VSE)**, Pallab Sanyal (SOM), **Stanley Zoltek (COS)**

*Nominees:* Gerald Hanweck (SOM ), Dieter Pfoser (COS ), Catherine Sausville (COS)

*Provost Appointee:* Goodlet McDaniel (Associate Provost for Distance Education)

## **UNIVERSITY PROMOTION, TENURE AND RENEWAL APPEAL (UPTRAC)**

*Continuing Members:* None

*Nominees:* Marty DeNys (CHSS), **Dimitrios Ioannou (VSE)**, **Paula Petrik (CHSS – 1-year term)**

*Alternates:* Jan Arminio (CHSS), Jessica Scarlata (CHSS – 1-year term)

*Provost Appointees:* Cody Edwards (Associate Provost for Graduate Education) , Daniel Polsby (Dean, School of Law), *Provost Alternate Appointee:* James Olds (Director, Krasnow Institute for Advanced Study)

## **WRITING ACROSS THE CURRICULUM**

*Continuing Members:* Benedict Carton (CHSS), **Charlene Douglas (CHHS)**, Tamara Maddox (VSE), Arthur Romano (S-CAR), **Stanley Zoltek (COS)**

*Nominees:* Gregory Robinson (CVPA), Solon Simmons (S-CAR), Sharon Williams van Rooij (CEHD)

*Ex Officio:* Michelle LaFrance (WAC Program Director)

## ATTACHMENT D

### Preliminary Salary Equity Study Committee Report

May 6, 2013

Committee Members: Margret Hjalmarson (chair), Eden King, Lesley Smith, Catherine Wright

#### 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 March 2013, we began meeting with Kris Smith, Associate Provost for Institutional Research and Reporting, and members of her staff in Institutional Research and Reporting 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. We have also received support in these meetings from Corey Jackson, Vice President of Compliance, Diversity and Ethics. Throughout this report, we are using data from the Fall 2012 faculty and staff census. Fall 2013 data was not available until April 2013 (not in time for this analysis).

At the outset of the meetings, we discussed a few current concerns among George Mason University faculty. The first concern is salary compression that may be occurring in some units as new faculty have been hired at salaries higher than current faculty who have not received significant raises over the last few years. The second concern is salary equity, in general, as raises and other salary changes are made over time (e.g., raises given at the point of tenure or change in rank). We also reviewed two previous comprehensive reports from 1996<sup>i</sup> and 2002<sup>ii</sup>.

To begin this analysis, we present the following data that represent the start of a more comprehensive analysis to be completed in Summer 2013 and Fall 2013. In order to have a broad view of salary at the university, we first examined data for the entire university. Table 1 shows the mean and median faculty salaries by rank and distinguishing between instructional faculty and research faculty since these two groups have different responsibilities and hiring profiles. Table 2 shows the mean and median salaries by rank at George Mason University and a comparison to public research universities that also have high levels of research activity. Table 2 includes only tenure-track and tenured faculty. All salary data has been adjusted to represent a 9-month salary figure. So, faculty on 12-month contracts are included in the tables as well. While cost-of-living is a concern for the Northern Virginia region, the salaries have not been adjusted for cost-of-living.

Table 1. 2012 Instructional and Research Salaries Descriptive Statistics

**Fall 2012 Instructional Faculty Salaries (CUPA-HR)**

Rank	Total					
	n	Mean	Median	Min	Max	Std Dev
Professor	362	\$129,168	\$124,356	\$45,506	\$254,835	\$37,407
Associate Professor	397	\$84,857	\$79,740	\$46,117	\$175,000	\$20,898
Assistant Professor	388	\$71,020	\$65,250	\$40,000	\$180,000	\$23,857
Instructor	60	\$57,622	\$51,931	\$37,634	\$165,000	\$20,133
<b>Grand Total</b>	<b>120</b>	<b>\$92,345</b>	<b>\$82,180</b>	<b>\$37,634</b>	<b>\$254,835</b>	<b>\$37,385</b>

**Fall 2012 Research Faculty Salaries**

Rank	Total					
	n	Mean	Median	Min	Max	Std Dev
Professor	25	\$113,072	\$101,841	\$43,843	\$193,940	\$39,534
Associate Professor	20	\$82,919	\$73,184	\$47,455	\$143,182	\$28,235
Assistant Professor	57	\$62,654	\$65,304	\$32,727	\$115,601	\$18,459
Instructor	58	\$55,845	\$49,733	\$24,055	\$188,233	\$28,829
Postdoctoral Fellow	32	\$42,474	\$41,318	\$32,461	\$62,745	\$7,229
<b>Grand Total</b>	<b>192</b>	<b>\$65,910</b>	<b>\$57,260</b>	<b>\$24,055</b>	<b>\$193,940</b>	<b>\$33,053</b>

Table 2. 2012 George Mason University Average Tenured and Tenure-Track Instructional Faculty Salaries Compared to Public Research Universities (High Research Activity)

	George Mason University			Mason's Avg Salary as % of Public Research Universities' Avg Salary		Public Research Universities (high research activity)*	
	N	Mean	Median	Mean	Median	Mean (\$)	Median (\$)
		(\$)	(\$)				
<b>OVERALL INDEX</b>	<b>894</b>	<b>101,728</b>	<b>91,432</b>	115%	116%	<b>88,364</b>	<b>78,521</b>
Professor	342	130,652	125,299	119%	123%	109,451	101,903
Assoc. Professor	341	86,907	81,968	111%	115%	77,996	71,366
Assist Professor	211	78,801	71,293	111%	113%	70,940	63,223
New Assist. Prof	39	82,846	78,000	110%	110%	75,021	71,212

\* RU/H: Research Universities (high research activity)  
Carnegie Classification

Source: Public Research Universities' average salary data from the CUPA-HR Index Report (4-Digit CIP). From the CUPA-HR *Data on Demand User's Manual* (2010): *Institutions often want to know how their faculty salaries compare overall or for specific disciplines to those of selected peers. The problem with a direct comparison is that the distribution of faculty by discipline and rank is unlikely to be the same across institutions. For example, if 40% of the overall faculty in a specific*

*discipline at one institution is full professors, but at another institution only 20% are full professors, a direct comparison of average salaries is likely to be very misleading.*

*The 2-Digit and 4-Digit Faculty Index Reports overcome this problem by calculating overall and discipline specific salary statistics for the set of peer institutions based on a distribution of faculty that is the same as that found in the comparing (focus) institution. This provides an "apples-to-apples" comparison and allows an institution to see how its average salaries compare to those of its peers were its peers to have the identical distribution of faculty by discipline and rank.*

### *Salary Equity by Gender*

Given that our primary charge is to analyze faculty salary by various demographic variables, the next analysis examines faculty salary by gender as well as the number of faculty at each rank by gender. Table 3 shows the descriptive statistics (frequency, mean, median, and standard deviation) for faculty by rank and faculty type (instructional or research). For salary data, the median is an illustrative statistic given the wide range and the existence of outliers within the data set. Related to salary equity, we also examined the frequency of women and men by LAU, by rank and by tenured vs. tenure-track faculty (see Tables 4 and 5 or summary of frequency by college). Detailed information by department within LAUs is available in the Factbook.

### *Salary Equity by Classification of Instructional Programs code and Mason Departments*

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. The Classification by Instructional Programs (CIP) codes is a taxonomy developed by the Department of Education to analyze faculty by field of study. Given a large number of interdisciplinary units and faculty members, this should provide a picture of salary by common disciplinary bounds. To provide a comprehensive picture, we will be conducting further analysis in summer and fall 2013 regarding salary by discipline and department.

### *Salary Equity by Race*

Salary equity by race is a more complex analysis given that, in some cases, there are small numbers of faculty in certain racial/ethnic categories or within LAUs. Also, race/ethnicity reporting is optional and there are an increasing number of faculty members who do not report this information. This analysis is part of the next phase of work for this committee during Summer and Fall 2013.



### *Areas for Further Investigation*

In addition to analysis of faculty salary data by race/ethnicity and gender (including data from 2013 which was released after we started our work for 2012-2013), we have identified a few additional areas that warrant further analysis. First, we would like to investigate trends in salary over time (e.g., what are changes made to faculty salaries as they move through promotion and tenure?). There are a variety of factors that impact an individual's salary. Some of these are structural or explicit (e.g., rank, time since degree, discipline, state budget allocations) and some of these are individually driven or implicit (e.g., negotiation processes through the career, productivity). We will examine which of these variables can be measured with current data and make recommendations for data that could be collected or is beyond the scope of our analysis. At the end of the next phase of analysis, we would also like additional clarification from the Faculty Senate about whether the charge for this committee needs any modification to represent the current state of faculty salary.

Table 3. 2012 Instructional and Research Faculty Salary Descriptive Statistics by Gender

**Fall 2012 Instructional Faculty Salaries (CUPA-HR)**

Rank	Male						Female					
	n	Mean	Median	Min	Max	Std Dev	n	Mean	Median	Min	Max	Std Dev
Professor	273	\$134,358	\$130,000	\$45,506	\$254,835	\$37,941	89	\$113,250	\$108,693	\$60,480	\$210,000	\$30,657
Associate Professor	227	\$88,500	\$85,458	\$46,117	\$156,728	\$20,994	170	\$79,993	\$75,546	\$51,240	\$175,000	\$19,748
Assistant Professor	181	\$74,863	\$70,000	\$41,200	\$180,000	\$25,405	207	\$67,661	\$63,709	\$40,000	\$156,577	\$21,870
Instructor	23	\$62,924	\$62,561	\$37,634	\$165,000	\$27,137	37	\$54,326	\$50,156	\$39,000	\$81,540	\$13,083
<b>Grand Total</b>	<b>704</b>	<b>\$101,941</b>	<b>\$92,570</b>	<b>\$37,634</b>	<b>\$254,835</b>	<b>\$39,929</b>	<b>503</b>	<b>\$78,914</b>	<b>\$72,643</b>	<b>\$39,000</b>	<b>\$210,000</b>	<b>\$28,515</b>

**Fall 2012 Research Faculty Salaries**

Rank	Male						Female					
	n	Mean	Median	Min	Max	Std Dev	n	Mean	Median	Min	Max	Std Dev
Professor	22	\$115,127	\$109,929	\$43,843	\$193,940	\$41,720	3	\$97,999	\$98,299	\$95,929	\$99,770	\$1,583
Associate Professor	14	\$81,642	\$73,184	\$47,455	\$143,182	\$27,082	6	\$85,898	\$75,371	\$53,763	\$130,909	\$30,551
Assistant Professor	35	\$63,146	\$65,455	\$32,727	\$100,391	\$17,409	22	\$61,872	\$65,152	\$35,329	\$115,601	\$19,992
Instructor	30	\$62,421	\$53,182	\$24,055	\$188,233	\$36,327	28	\$48,800	\$43,052	\$32,727	\$85,378	\$14,548
Postdoctoral Fellow	17	\$42,464	\$40,909	\$34,200	\$62,745	\$7,496	15	\$42,486	\$41,830	\$32,461	\$62,331	\$6,915
<b>Grand Total</b>	<b>118</b>	<b>\$71,868</b>	<b>\$63,133</b>	<b>\$24,055</b>	<b>\$193,940</b>	<b>\$37,082</b>	<b>74</b>	<b>\$56,409</b>	<b>\$48,327</b>	<b>\$32,461</b>	<b>\$130,909</b>	<b>\$22,250</b>

Table 4. Number of faculty in Local Academic Units by gender and rank (2012)

	Total	Rank											
		Professor			Associate Professor			Assistant Professor			Instructor		
		Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total
<b>Local Academic Unit</b>													
College of Education and Human Development	130	13	13	26	31	17	48	36	14	50	6	0	6
College of Health and Human Services	89	9	11	20	15	7	22	31	8	39	6	2	8
College of Humanities and Social Sciences	416	26	74	100	76	79	155	75	55	130	17	14	31
College of Science	281	12	73	85	17	54	71	41	55	96	18	11	29
College of Visual and Performing Arts	71	11	9	20	11	15	26	7	18	25	0	0	0
School of Law	47	2	22	24	2	2	4	4	5	9	4	6	10
School of Management	82	2	10	12	6	22	28	14	22	36	3	3	6
School of Public Policy	50	6	22	28	2	7	9	9	1	10	1	2	3
Volgenau School of Engineering	161	5	42	47	13	34	47	14	38	52	3	12	15
School for Conflict Analysis and Resolution	23	3	7	10	3	3	6	3	3	6	1	0	1
Krasnow Institute for Advanced Study	23	2	4	6	0	1	1	6	9	15	1	0	1
Academic Administration	29	2	10	12	0	0	0	4	5	9	5	3	8
University Life	16	0	0	0	0	0	0	0	0	0	11	5	16
<b>UNIVERSITY TOTAL</b>	<b>1418</b>	<b>93</b>	<b>297</b>	<b>390</b>	<b>176</b>	<b>241</b>	<b>417</b>	<b>244</b>	<b>233</b>	<b>477</b>	<b>76</b>	<b>58</b>	<b>134</b>

Table 5. Number of faculty by gender and tenure status within LAU (2012)

	Tenure Status									
	Tenured			Tenure Track			Term			
	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total
<b>Local Academic Unit</b>										
College of Education and Human Development	130	36	27	63	18	9	27	32	8	40
College of Health and Human Services	89	18	14	32	13	9	22	30	5	35
College of Humanities and Social Sciences	416	87	141	228	37	34	71	70	47	117
College of Science	281	18	98	116	7	18	25	63	77	140
College of Visual and Performing Arts	71	19	22	41	3	7	10	7	13	20
School of Law	47	3	23	26	3	4	7	6	8	14
School of Management	82	7	28	35	7	15	22	11	14	25
School of Public Policy	50	8	26	34	7	1	8	3	5	8
Volgenau School of Engineering	161	12	65	77	5	23	28	18	38	56
School for Conflict Analysis and Resolution	23	4	9	13	1	1	2	5	3	8
Krasnow Institute for Advanced Study	23	2	4	6	2	3	5	5	7	12
Academic Administration	29	1	9	10	0	1	1	10	8	18
University Life	16	0	0	0	0	0	0	11	5	16
<b>UNIVERSITY TOTAL</b>	<b>1,418</b>	<b>215</b>	<b>466</b>	<b>681</b>	<b>103</b>	<b>125</b>	<b>228</b>	<b>271</b>	<b>238</b>	<b>509</b>

<sup>i</sup> *GMU Gender Salary Equity Study and Response to Salary Equity Report of the Ad hoc Committee of the Senate Faculty Matters Committee* by Donald T. Gantz and John J. Miller (September 1996) and *Salary Equity Evaluation* by the Ad hoc Committee of the Senate Faculty Matters Committee. These are reports that were prepared as part of an ad hoc committee created at the request of the Provost to examine faculty salary by gender in 1995-1996.

<sup>ii</sup> Report of Salary Equity Study Committee report for May 7, 2002 within the Faculty Senate Minutes - [http://www.gmu.edu/resources/facstaff/senate/MINUTES\\_FS\\_2001-02/7May02.htm](http://www.gmu.edu/resources/facstaff/senate/MINUTES_FS_2001-02/7May02.htm)