

GEORGE MASON UNIVERSITY
AGENDA FOR THE FACULTY SENATE MEETING
SEPTEMBER 3, 2014
Robinson Hall B113, 3:00 – 4:15 p.m.
*as amended August 29, 2014**

I. Call to Order

II. Approval of the Minutes of April 23, 2014

III. Announcements

Provost S. David Wu: Goals for FY 2015

Attachment A

*Senior Vice President JJ Davis - 2015 Budget**

Appointments:

June Tangney will serve as chair pro tempore

Suzanne Slayden will serve as Parliamentarian

Linda Monson and Shelley Wong will serve as Sergeants-at Arms

Mark Houck (VSE) to serve as faculty representative to the Provost's Budget Planning Team

Welcome Tea for Provost Wu and Faculty Senators at Mathy House – Sept. 10, 2014

[DMV2Go visits Mason Campuses](#); services available on [DMV2Go website](#)

Paternity Leave

Investigation of Robinson Hall as a “sick building”

IV. New Business – Committee Reports

A. Senate Standing Committees

Executive Committee

Resolution – Summer Session 2014

Attachment B

Academic Policies

Budget and Resources

Nominations

Organization and Operations

B. Other Committees/Faculty Representatives

Salary Equity Study Committee Annual Report 2013-14

Attachment E

Report from Faculty Representative to the BOV Research Committee (May 2014)

Attachment F

V. Other New Business

A. Elections

Election of the Secretary of the Senate

Nominees: Timothy Leslie (COS) and Elavie Ndura (CEHD)

Election of Members of Faculty Senate Standing Committees

Attachment C

Election of Members of University Standing Committees

Attachment D

VI. Remarks for the Good of the General Faculty

VII. Adjournment

(followed by brief organizational meetings of the Senate Standing Committees)

ATTACHMENT A

Provost and Executive Vice President FY 2015 Goals

August 4, 2014

1. Planning and Strategic Initiatives

Multidisciplinary Research

- Determine Mason's intellectual signature
- Cultivate newly established multidisciplinary institutes and identify potential new initiatives

Online

- Complete strategic plan for Online Innovation
- Establish one major partnership
- Complete the search and appointment of new leader, creation of financial/business plan

Executive and Professional Education

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

Entrepreneurship

- Integrate entrepreneurship activities and programming across offices and departments
- Restructure Mason Enterprise Center as the university platform for entrepreneurship and innovation

Global

- Complete the search and appointment for VP for Global Strategy and the President of Mason-Korea
- Revamp Mason-Korea to boost enrollment
- Meet financial targets for Mason Global Pathways (INTO)

2. Strengthen Organization

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

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

- Meet milestones for 2015-16 rollout
- Develop proactive strategies and systems for faculty recruiting and retention

Align organization structure with key strategic goals (with SVP)

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

3. Secure Resources

Make meaningful progress towards a three-year target of \$130M in sponsored research awards from public and industry sources

Meet overall student enrollment, retention and completion projections

ATTACHMENT B

Faculty Senate Resolution Disapproving How Changes Were Made to the 2014 Summer Session Calendar

WHEREAS the Director of Student Financial Aid claimed that Federal Regulations required Summer School terms to be at least six weeks in duration or else students would be denied federal financial aid; and

WHEREAS, based on the Director of Financial Aid's claim, the Director of Summer Term adjusted the Summer School calendar accordingly and stated in a document given to the Chair of the Faculty Senate and others (April 9, 2014): "*The changes to Sessions A and C were not intended to negatively impact students or faculty, but rather to ensure students were in no way denied the opportunity for financial funding due to administrative non-compliance.*"; and

WHEREAS an analysis of other public universities throughout the Commonwealth revealed that Summer 2014 terms varied in length—and at least two (JMU and UVA) conducted four week terms; and

WHEREAS when the Director of Student Financial Aid was asked to produce the Federal Regulation requiring this change, she was unable to do so; and

WHEREAS the *Federal Student Aid Handbook, 2013-2014* published by the U.S. Department of Education does not define the length of Summer terms (although it does define the lengths of academic-year terms);

THEREFORE BE IT RESOLVED that the Faculty Senate acknowledges the reversion of the 2015 Summer session terms from six to five weeks, reaffirms its prerogative to approve in advance and in detail the Academic Calendar of the University, but disapproves the manner in which the changes to the 2014 Summer School calendar were instituted.

ATTACHMENT C

September 2014 Faculty Senate Nominations Committee Report

The Committee on Nominations presents the following nominations for AY 2014-15:

SECRETARY of the SENATE: Timothy Leslie (COS)

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

ACADEMIC POLICIES

Continuing Members: Helen Frederick (CVPA), Frank Allen Philpot (School of Business)

Nominees: Dominique Banville (CEHD), Michele Greet (CHSS), Suzanne Slayden (COS)

BUDGET AND RESOURCES

Continuing Members: Mark Houck (VSE), June Tangney (CHSS)

Nominees: Kumar Mehta (School of Business), Daniel Menascé (VSE), Susan Trencher (CHSS)

FACULTY MATTERS

Continuing Members: Mark Addleson (SPGIA), Doris Bitler Davis (CHSS), Joe Scimecca (CHSS)

Nominees: Alok Berry (VSE), Keith Renshaw (CHSS)

NOMINATIONS

Continuing Member: Rick Coffinberger (School of Business)

Nominees: Four vacancies, nominations must come from the floor.

ORGANIZATION AND OPERATIONS

Continuing Members: Lisa Billingham (CVPA)

Nominees: Arie Croitoru (COS), Bob Dudley (SPGIA), Pamela Garner (CHSS), Bob Pasnak (CHSS)

ATTACHMENT D

UNIVERSITY STANDING COMMITTEES

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

ACADEMIC APPEALS

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

Provost Appointee: Michael Hurley (CHSS)

Nominees: Walter Morris (COS), **Jenice View (CEHD)**

ACADEMIC INITIATIVES

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

Nominees: Jim Finkelstein (SPGIA), Elaine Randler (CVPA)

Ex Officio: Solon Simmons (Interim Vice President of Global Strategies)

ADMISSIONS

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

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

Nominees: Chris Kennedy (COS), Jennifer N. Victor (SPGIA)

ADULT LEARNING AND EXECUTIVE EDUCATION COMMITTEE

(formerly the Non-Traditional, Interdisciplinary, and Adult Learning Committee)

Continuing Members: Jeng-Eng Lin (COS), Kristin Scott (CHSS), Karen Studd (CVPA)

Nominees: **Andrew Carle (CHHS)**, Xiaoquan Zhao (CHSS)

ATHLETIC COUNCIL

Continuing Members: Amanda Allen Caswell (CEHD), **Phil Wiest (CHSS)**

Nominees: Gerald Hanweck (School of Business), Hun Lee (School of Business)

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

EFFECTIVE TEACHING

Continuing Members: Lorraine Valdez Pierce (CEHD), Danielle Rudes (CHSS) Rodger Smith (CHSS), Ghania Zgheib (ELI)

Nominee: **Betsy DeMulder (CEHD)**

EXTERNAL ACADEMIC RELATIONS

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

Nominees: Faye Taxman (CHSS), Ana M. Stoehr (CHHS)

Provost Appointee: Cheryl Druehl (School of Business)

FACULTY HANDBOOK REVISION (3-year terms)

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

Nominee: Cynthia Lum (CHSS-2017)

GRIEVANCE

Continuing Member: **Joe Scimecca (CHSS)**

Nominees: John Farina (CHSS-2016), Linda Merola (CHSS-2015), Hazel McPerson (SPGIA-2015), John Riskind (CHSS -2016)

MASON CORE COMMITTEE (8 elected members, 3-year terms)

Continuing Members: **Dominique Banville (CEHD – 2015)**, Melissa Broekelman-Post (CHSS -2016), Rebecca Ericson (COS – 2015), Tamara Maddox (VSE – 2016),

Nominees: Kelly Dunne (CHSS – 2017), Mara Schoeny (S-CAR –2017), Hugh Sockett (SPGIA-2017), Carol Urban (CHHS-2017)

Provost Appointees: Rick Diecchio (COS), Doug Eyman (CHSS), **Frank Allen Philpot (School of Business)**, Peter Winant (CVPA)

Ex-Officio: Janette Muir (Associate Provost for Undergraduate Education), Chair
Kim Eby (Director, Center for Teaching and Faculty Excellence)
Stephanie Hazel (Associate Director, Institutional Assessment)

MINORITY and DIVERSITY ISSUES

Continuing Members: Xiaomei Cai (CHSS), Nirup Menon (School of Business), Kristy L. Park (CEHD)

Nominees: **Elavie Ndura (CEHD)**, Bethany Letiecq (CEHD)

SALARY EQUITY STUDY

Continuing Member: Monique Van Hoek (COS)

Provost Appointee: Penelope Earley (CEHD)

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

Nominees: Paul Gorski (CHSS), **Shelley Wong (CEHD)**

TECHNOLOGY POLICY

Continuing Members: Gerald Hanweck (School of Business), Dieter Pfoser (COS), **Catherine Sausville (COS)**

Provost Appointee: Steven Nodine (Director, Office of Distance Education)

Nominees: Julie Christensen (CHSS), Kevin McCrohan (School of Business), **Stanley Zoltek (COS)**

UNIVERSITY PROMOTION, TENURE AND RENEWAL APPEAL (UPTRAC)

Continuing Members: Marty DeNys (CHSS), **Dimitrios Ioannou (VSE)**

Nominee: **Paula Petrik (CHSS)**

Continuing Alternate: Jan Arminio (CHSS)

Alternate Nominee: Stefan Toepler (SPGIA)

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: Jacquelyn Brown (School of Business), Gregory Robinson (CVPA), Sharon Williams van Rooij (CEHD)

Nominees: Steve Holmes (CHSS), John Aditya (VSE), Mary Ewell (COS), **Stanley Zoltek (COS)**

Ex Officio: Michelle LaFrance (WAC Program Director)

ATTACHMENT E

Salary Equity Study Committee Report

May 7, 2014

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

Charge:

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

Report

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

Statistical Modeling of Faculty Salary by Discipline

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

The dependent variable in the model is faculty salary as report to CUPA-HR. 12-month salaries were converted to their 9-month equivalent. The following independent variables were selected for multiple regression analysis of

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

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

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

Faculty Retention

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

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

Areas for Ongoing Analysis

Compression of faculty salary is an ongoing question for this committee as well as understanding the disciplinary differences in salary. Race/ethnicity and gender are also variables we will continue to monitor as a committee. An ongoing challenge in reporting and analyzing data by race/ethnicity is the nature of the self-reported information. Faculty are increasingly not reporting their race/ethnicity. While we respect the right to not self-report, it does make

it challenging to analyze the salary, promotion, and retention data based on this variable. Overall, faculty salary will continue to require nuanced and complex analyses of a variety of variables over time.

ⁱ US Dept. of Education, National Center for Education Statistics, 2004 National Study of Postsecondary Faculty.

ATTACHMENT F

May 11, 2014

TO: Charlene Douglas, President, Faculty Senate

FROM: Bob Smith, Research Committee Representative to BOV

SUBJECT: Report of committee activities

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

- Lengthy discussions of the new GMU Research Foundation, which has taken over patent activities for the university. Significant faculty input truncated the scope of the GMURF activities, to avoid 'patent trolling'.
- Several presentations from various officials, outlining ways in which the university could/will increase communication with Federal agencies to increase external funding.
- An investigation of the adequacy of current policies/procedures/support offices for enabling the university to meet the Strategic Plan goals for Carnegie I classification. The committee was not the only one concerned about this. The VPR office has established an internal committee, chaired by Tom Prohaska, to investigate/make recommendations regarding this, and brought an external review committee to campus, which will make recommendations shortly.

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