

GEORGE MASON UNIVERSITY
MINUTES OF THE FACULTY SENATE EXECUTIVE COMMITTEE MEETING
Monday, November 20, 2017, 9:00 a.m. – 10:30 a.m.
Johnson Center Meeting Room D (rm. 333)

Present: Lisa Billingham, Shannon Davis, Tim Leslie, Keith Renshaw, Suzanne Slayden, Girum Urgessa, Provost David Wu, Sr. VP J.J.Davis

Absent: Mark Addleson, Alan Abramson

I. Approval of Minutes of October 18, 2017

Deferred to Jan meeting

II. Announcements

Provost Wu noted nothing urgent; the town hall on the Strategic Plan Update was well attended.

III. Progress reports, business, and agenda items from Senate Standing Committees

A. Academic Policies – Suzanne Slayden, Chair

AY 2020-21 Calendar: We are waiting to get back the actual text. The AP Committee made the final corrections to the Summer 2018 calendar; waiting to hear back from the Registrar's Office.

Course repeat limits: Jeannie Brown Leonard, Dean, Student Academic Affairs - Advising, Retention, and Transitions, along with the APAC Committee (includes all sorts of people who see student problems) are interested in working on a course attempt limit policy (not to use "repeat"). Their plan is to have mandatory intervention after third attempt, to determine how to best help students. There is a significant drop in terms of the number of students who attempt 3 times vs. 4 or more times, so this seems like a reasonable point to intervene. Dean Brown Leonard will present this to the Faculty Senate for feedback at the December 6th Faculty Senate meeting. If it flies, the AP Committee will take it over.

B. Budget and Resources – Tim Leslie, Chair

We have submitted our annual request for salary data. In addition, we are working with JJ and her Budget Model team on a communication campaign for faculty. In addition, facilities has become an area of active discussion between faculty and Central. J.J. noted they are taking the first lift with Tim and the Budget and Resources Committee – to see if appropriate group – nice algorithm between capital and operating expenses.

C. Faculty Matters – Girum Urgessa, co-chair

Girum will lead the committee in the spring term. We are working on three items: summer teaching, faculty study leaves, and department chair evaluations. The 2016-17 Faculty Evaluation of Administrators is almost complete and will be out soon. Provost Wu suggested thinking about summer teaching in terms of overload teaching, a broader context, not just in terms of summer.

D. Nominations – no report.

E. Organization and Operations – Lisa Billingham

Bylaw/Charter changes: A draft of proposed changes to the By Laws of the Faculty Senate was distributed. Several suggestions were made in addition to those included in the draft text. A discussion of voting by mail (per Article IV Meetings of the Senate, Section 8b: “Absentee and proxy ballots shall not be allowed.” Comments included how to do conference voting? How to preserve secrecy of ballots? Could we establish electronic voting for election of Faculty Representatives to BOV Committees? To establish a members only portal on the Faculty Senate website? Or a separate homepage where Senators may sign in and vote? There is a way to scrub IP addresses used in online surveys to preserve anonymity. To find wording from Roberts to allow conference meeting to include remote voting? Please send suggestions to Lisa at lbillin1@gmu.edu.

IV. Other Committees/Faculty Representatives - none.

V. New Business, Updates, and Discussion

- Institutional COI committee Update - Keith Renshaw

In contacts following discussion at October 18, 2017 Executive Committee meeting, Keith offered to serve as intermediary between the ICOIC and representatives from the Advancement Office and the GMU Foundation. In a meeting with Susan Van Leunen (Chief Financial Officer, GMU Foundation), Keith learned they are working on data the ICOIC requested and want to do a broader primer on how advancement and fundraising work. The focus on gift acceptance in draft proposal from ICOIC may be missing key elements of the process, given that gift agreements are pretty plain vanilla to conform to legal constraints. Similar to GMU Foundation, faculty and deans control how the money is sent. A lot of elements in process are missing from draft proposal. Please see [Attachment A](#) for [Proposed Process and Timeline for Advancement/GMUF Q&A](#) and [Proposed Process and Timeline for ICOIC proposal](#).

Discussion: The Executive Committee concurred with this approach. The dual purpose gives ICOIC more backdrop and also prepares the Faculty Senate for what are the key elements, more context in advance of ICOIC presentation of its proposal to the Faculty Senate. All answers Advancement provides must go through legal review. What does Advancement do that the GMU Foundation does not do? There is a Donor Bill of Rights and IRS laws govern what donors can do and not do. Janet Bingham has provided some of this information, not sure about emphasis on IRS Law. Should we have a special Faculty Senate meeting to discuss process? What level of legal information can they release? Is general information sufficient?

- Increasing Engagement of Faculty in Administrative Decisions

Keith Renshaw met with Jamie Lester, Presidential Fellow, to discuss need for a structure for administrators to consult faculty easily and readily on strategic decisions. He has been working on connecting committees to map of administrative offices. It shows where there are holes, such as Budget and Resources and Facilities. Another consideration is that certain committees work really well in terms of faculty/administration collaboration, and others do not. The

committees with representatives at the table are the ones which work well with faculty at the table. Keith consulted with Professor Stephen Zaccaro, an expert on industrial leadership and organizational psychology at Mason. Professor Zaccaro defined two issues: -1- Leadership piece where culture has to be there, a shift you can partly solve with process. -2- Multiteam system – you need a common problem and a set of proscribed processes; need everybody at the table. The second part is structure – has both people discussing together at the table, then procedures (process?) to do the work. You can say faculty need to be involved, so you are saying to each group that you need to engage us, need to release power... For administrators to voluntarily engage external people in their work is hard to do. The Committee on External Academic Relations is a good example. Faculty committees/Admissions office – joint committees might make better process. To get people to move is to restructure committee(s) as a joint committee(s), such as exists now in Mason Core.

Provost Wu: What do you think of new university-wide council for Academic Initiatives and New Ventures? Chair Renshaw concurred that this council being established by Michelle Marks (Vice President for Academic Initiatives and New Ventures) is a good example of a structure that will enable administration and faculty work together to provide input on strategy, decisions.

Executive Committee responses included:

- We still need to have faculty-centric committees.
- The problem is how does the solution help faculty engagement?
- In speaking with the ICOIC regarding faculty representation, appropriate shared governance represents a difficult control issue. For some pieces faculty have control, some pieces administrators have control.
- Basically all faculty committees (could be) converted to a hybrid model. On the plus side, they could include a charge to meet on strategic decisions.

The Faculty Handbook Committee is a faculty committee by design. A few years ago Star Muir (then chair of Organization and Operations) conducted a survey of committees and came up with why all should continue. Concern faculty committees produce reports which go into a black hole.

We need a template and structure by which faculty are engaged. One step could be, for calls for nominees to serve on broader committees, send out individually by committee (not within a list) to attract individuals interested in them, and begin in late spring, before summer break. Perhaps to try this on a limited basis – such as the Adult Learning and Executive Education Committee – this year.

Suggestion to do as opportunity arises (e.g. Adult Learning and Executive Education Committee), may also need to make changes to committee charges; to have three year terms instead of two year terms? Piecemeal approach – one by one, pick one and move on.

How to get faculty in the room not serving on committees? Need to get them in college-wide, social spaces, bigger than units/LAUs. Part of it increasing idea that it (service?) matters.

- Faculty Engagement/Initiatives Update
Last year a group headed by Eden King (former Presidential Fellow) held forums on faculty engagement. About 40% of faculty responded. The group came up with a list of top priorities. So Kim Eby (Associate Provost for Faculty Affairs and Development), Linda Harber (Vice President, Human Resources/Payroll), Jamie Lester and Keith Renshaw are involved in terms of how to move on that. A whole set of initiatives developed, not sure how they will be received. They are trying to reach out to people here and there. Keith will provide an update to the Executive Committee. Sr. V.P. J.J. Davis supports this work; conversation focuses on follow-up on what faculty said they want. Provost Wu wants to follow up on success, to engage different kinds of models; a lot of things differentiated by the topics, to experiment with different models of engagement. Keith added – when they have something to share, they will let us know. Will this come back to the Executive Committee before presenting to the Faculty Senate? Yes, could be in April.
- Undergraduate Council Bylaws (prior changes, broader changes?) - Tim Leslie, Faculty Senate representative
The Undergraduate Council website will be redesigned next year. It will have a “Frequently Asked Questions” section with Q & A to help outsiders with processes written down somewhere. Please see [Attachment B](#) for prior proposed changes in red and EXC suggestions.
- Effective Teaching Committee update
The Committee is still working on draft items. They cannot pilot them because the university has already printed the forms for the year. Could be included in online evaluations, may pilot some in the spring. The committee will hold focus groups with students, the first begin in early spring, to come to the Faculty Senate in March. They note their charge explicitly asks them to evaluate course evaluation items every three years; perhaps the charge should be revamped, to connect them with the [Stearns Center for Teaching and Learning](#) and Institutional Assessment. Other issues include confidentiality of statements on student evaluation forms.
- Student Government Resolution – Indigenous People’s Day
See [Attachment C](#). After some discussion, the committee does not see this as an issue to deal with right now. The university can decide whether to use different language. Chair Renshaw to relay this to student government.
- Faculty Salary & Evaluation of Administrators – Public
Data FOIABLE, to research when we began requiring sign-in to view the posting.

VI. Agenda Items for December 6, 2017 FS Meeting

- Draft FS Minutes November 1 2017
- Announcements
- FSSC Reports
 - [AP – Academic Calendar 2020-21](#)
- Committee Reports

- Course Repeats Limit (Jeannie Brown Leonard) (New Business)

VII. Adjournment: The meeting adjourned approximately 10:35 a.m.

Respectfully submitted,
Meg Caniano
Faculty Senate clerk

Attachment A

Keith will provide an update on discussions with the Institutional Conflict of Interest Committee (ICOIC) and representatives from Mason's Office of Advancement and the GMU Foundation. After this update, we will consider a proposed process and timeline for moving forward on two major projects: (1) a "Q&A" on philanthropic activities at Mason and (2) the report and proposal(s) from the ICOIC. A draft of the proposed process and timeline for each of these is below.

Proposed Process and Timeline for Advancement/GMUF Q&A

1. EC to solicit questions from Faculty Senate (FS) and ICOIC – Nov 20
2. Keith and EC to organize questions and forward final set of questions to Advancement/GMUF – by Dec 4
3. Advancement/GMUF to review questions, suggest any edits/additions, and confirm with FS Executive Committee (via Keith) – by Dec 13
4. Advancement/GMUF to prepare draft of answers to questions for review with FS Executive Committee and ICOIC – by 1/15
5. Advancement/GMUF representatives to meet with FS Executive Committee and members of ICOIC to address major problems/issues either group sees in the Q&A (note: minor suggestions, wording suggestions, etc. can be shared via email) – week of 1/15 or 1/23
6. Advancement/GMUF to make any revisions based on feedback and provide to FS Executive Committee and ICOIC for review – by 1/26
7. Final Q&A included in agenda for the Feb FS meeting – distributed 1/31
8. Very brief presentation to FS by Advancement/GMUF to give brief overview of information in Q&A (most will have read it already, so not much needed), followed by open question and answer session (probably 30 minutes total) – 2/7 3:00-4:30

Proposed Process and Timeline for ICOIC proposal

1. ICOIC to use information from Advancement/GMUF to further inform their work on proposals – Dec/Jan
2. ICOIC to use information from draft Q&A to further inform their work on proposals – Jan
3. ICOIC *or Keith* to facilitate collaboration with Advancement/GMUF (and BOT?) on draft proposals from ICOIC, with goal of identifying meaningful but workable solutions – Feb

4. ICOIC to provide EC with draft of FS presentation on broad issues and proposals under consideration – Feb EC meeting
5. ICOIC to revised as needed based on EC feedback
6. ICOIC to present draft proposals to FS for feedback during regular March meeting – 3/7
7. Pending outcomes of steps 1-3, consider including discussion of ICOIC proposals in BOV Development meeting in Mar (3/1)
8. ICOIC to incorporate any feedback from FS and from BOV Development as appropriate in final proposals – Mar
9. ICOIC to present final proposals to EC for mid-Mar meeting
10. ICOIC to incorporate any feedback from EC and finalize proposals for distribution with agenda for early Apr meeting
11. ICOIC to present proposals to FS for vote during early April meeting – 4/4
12. Pending results of vote, proposals from FS to be presented to BOV Development as needed/appropriate – May 3

Attachment B

By-Laws of the Undergraduate Council (prior proposed changes shown in red)

ARTICLE I: Name

The name of this organization shall be the George Mason University Undergraduate Council (UC).

ARTICLE II: Purpose

The Undergraduate Council is an advisory and legislative board on matters of undergraduate education at George Mason University in accordance with polices set forth by the Board of Visitors.

The principal function of the UC is to review and make recommendations to the Provost on behalf of the University regarding the undergraduate curriculum. This specifically includes:

- a. Reviewing proposals for the creation, modification, or discontinuation of all undergraduate academic degree programs, certificate programs, new bachelor's/accelerated master's programs, minors, and courses;
- b. Monitoring undergraduate program assessment;
- c. Serving in an advisory capacity to the Senate regarding academic policies for undergraduates.

ARTICLE III: Members

Section A: UC Chairperson

1. Appointment:

The Committee Chair shall be the Associate Provost for Undergraduate Education. If there is no Associate Provost for Undergraduate Education, the chair shall be a tenured faculty member and shall

be appointed by the Provost. The Chair cannot also serve as a faculty representative on the UC. The Chair is not a voting member of the UC.

2. Responsibilities and Duties:

- a. The Chair is responsible for ensuring that UC decisions are coordinated with George Mason University policies, the George Mason University Faculty Senate, and procedures as set forth by the George Mason University Board of Visitors.
- b. The Chair's duties shall include:
 - i. distribution of both the agenda and relevant information to the members of the Committee at least one week in advance of meetings;
 - ii. collection and dissemination of the reports of UC committees in advance of UC meetings;
 - iii. referral of agenda items to sub-committees of the UC when necessary;
 - iv. managing charges and follow-up procedures with sub-committees that have been established by the UC;
 - v. presiding at UC meetings;
 - vi. overseeing the conduct of all votes among the UC.

Section B: Representatives

1. Representation:

- a. The membership of the UC shall include the Chair and two faculty representatives from each College/School/Academic Institute.
 - i. The first faculty representative shall be appointed by the Dean, while the second shall be a full-time instructional faculty member selected by the academic unit in accordance with its bylaws.
 - ii. One member shall be elected by and from the Faculty Senate.
- b. Non-voting members shall be invited to participate. They may be included from areas such as the following:

Academic Advising, Retention and Transitions (or representative from MAAN)
Undergraduate Student Government
Registrar's Office
Distance Education

- c. The term of membership is two years. In the case of a faculty vacancy, the Dean or Director shall appoint a replacement to complete the term unless the academic unit has provided otherwise for continued representation. Members, including those there by administrative appointment, are limited to three consecutive terms.

2. UC Sub-Committees:

- a. Ad hoc or other sub-committees may be established by the UC as deemed necessary to discharge its functions and responsibilities.

- b. Membership: The Chair and at least one other member of a committee must be members of the UC. Other members of the sub-committee may be appointed by the UC Chair upon approval of the UC.
- c. The charge to a sub-committee shall include the composition, purpose, and completion date.
- d. An ad hoc committee will make a final report to the UC, at which time it will be discharged.

Section C: Meetings

- 1. Regular Meetings: UC meetings shall be held monthly during the academic year.
- 2. Special Meetings: Additional meetings may be called by the Chair, with at least one week's notice, as necessary.
- 3. Quorum: A quorum consists of two-thirds of the voting members. If a member cannot attend, he or she may appoint a substitute. This substitute may discuss and vote on matters before the Council at that meeting.
- 4. Super-majority votes: Most decision-making is based on a simple majority vote; for denying program related changes as well as modifying the UC Bylaws, a two-thirds majority vote of approval is required.

ARTICLE IV: Amendment of Bylaws

These bylaws may be amended at any regular meeting of the UC by a two-thirds vote, provided that the amendment has been submitted in writing at the previous regular meeting.

An amendment to the bylaws shall take effect after the approval of the Faculty Senate, the Provost, and the President.

Discussion/Suggestions from the Executive Committee appear below in *italics*:

“ARTICLE II: Purpose

The Undergraduate Council is an advisory and legislative board on matters of undergraduate education at George Mason University in accordance with policies set forth by the Board of Visitors.”

Objection to “legislative”: concerned because they can hold up courses. What is the scope of what people are doing when the college has already said OK? We need to have limit on legislative board to revisit what colleges have approved and need to have procedures published. Not just issue of duplication: to think through what limits should be. Important role of Tim as Faculty Senate representative to the Council to see where they may veer off.

Response: Tim does not say criticism of legislative board is wrong, but is there a way to get them both to do? Other Executive Committee members support conversations also to make modifications in Graduate Council. Pending tenure decision, then to propose changes; OK to let sit in the pile for a while.

Attachment C



Student Government

FOR IMMEDIATE RELEASE

CONTACT INFORMATION

Holden Spence, Secretary of Diversity and Multicultural Affairs

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Rujohn Shali, Chair, Diversity and Multicultural Affairs
Committee

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A STATEMENT REGARDING RESOLUTION 10 AND THE STATE OF INDIGENOUS STUDENTS

Dear Mason Patriots,

The 38th Student Senate voted on passing *Resolution 10, A Resolution to Urge the University to Recognize Indigenous People's Day*. The almost unanimous passage of this resolution speaks to Student Senate, as well as Student Governments, support for Indigenous Students. Resolution #10 was a continuation of Resolution #13, a resolution that passed the 36th Student Senate two years ago. Resolution #13 encouraged GMU to recognize Indigenous Peoples day and explained the reasoning behind doing so- mainly the grievous crimes committed by Christopher Columbus and the systems of inequality that has resulted from those crimes. **This resolution passed Student Senate.**

Yet we, as the Diversity Committee, as well as Student Government as a whole, feel that **it is not enough to pass a resolution in support of Indigenous People's day if no action is taken to represent Indigenous People's day on campus.** We began talks with members of Mason's administration to have indigenous people's day on calendars and planners released by Mason. We created and released a survey to gauge student support on the matter and are proud to announce that the overwhelming majority of George Mason University students support Indigenous Peoples day with 86% of participants voting in favor of Indigenous People's day being represented on calendars released by the university.

Resolution #10 wasn't intended to be another resolution that supports indigenous people's day and explain Columbus's crimes- we already have a resolution that does so. This was a resolution that would put Indigenous People's day on calendars released by Mason.

As scholars it is our duty to educate ourselves on history regardless of how painful history may be. Therefore, the diversity committee encourages students at Mason to read the Journal of Christopher Columbus to better understand his motivation for crossing the ocean blue in 1492. While one of the printed copies has been checked out by the Diversity Committee our wonderful library has free copies available online.

The Diversity Committee is committed to making Mason as inclusive as possible. Impact is greater than intent, and the impact of Resolution #10 will be present at Mason for years to come. **Student Government has enacted change at the university and it is change we are both proud of and feel properly represents the Mason Student body.** We'd like to thank the 36th Student Senate for beginning the necessary dialogue on Indigenous People's day and the students who aired their views on the matter. We will continue to represent the voices of all students on campus and ensure the most diverse University in Virginia as inclusive as possible. As always contact the Diversity Committee with any issues present on campus and any questions about legislation.

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A Resolution to Urge the University to Recognize Indigenous Peoples' Day

R. #10

38th STUDENT SENATE

1st Session

R. #10

A Resolution to Urge the University to Recognize Indigenous Peoples' Day

IN THE STUDENT SENATE OF GEORGE MASON UNIVERSITY

October 5, 2017

Submitted by: Chairwoman Shali, Senator Post, Senator Abel

Resolution #10

Be it resolved by the Student Senate of George Mason University—

Whereas, George Mason University presently observes Columbus Day, and;

Whereas, Indigenous Peoples' Day is a day of celebration that aims to promote Native American culture, commemorate the history of Native American Peoples, and;

Whereas, George Mason University's Fairfax campus as well as the City of Fairfax sit on lands that once historically belonged to the Doeg People, and;

Whereas, the Celebration of Indigenous Peoples' Day will enhance the Mason experience by promoting the respect and inclusion of student, faculty, and staff of all identities cultures, beliefs, backgrounds, and experiences, and;

Whereas, the celebration of Indigenous Peoples' Day will benefit the entire student body by including Native American and Indigenous students in a narrative of Mason that not only is recognized as being one

of the most diverse college campuses in the nation, but also enables our students to create a more connected, empowering, and multicultural campus as well as honoring the Doeg people;

Therefore, be it resolved, that the Student Senate urges the University to recognize the second Monday in October as Indigenous Peoples' Day on any calendar published by the university every year, from this day forward

Passed the Student Senate: _____

Attest:

Speaker: Caitlin Lively

Clerk: Eric Nielsen