

GEORGE MASON UNIVERSITY
MINUTES OF THE FACULTY SENATE MEETING
OCTOBER 20, 2021
Electronic Meeting, 3:00 – 4:15 p.m.

Number of attendees: 125

[List of names](#) at end of minutes.

- I. **Call to Order:** Chair Melissa Broeckelman-Post called the meeting to order at 3:01 p.m.
- II. **Approval of the Minutes:** September 22, 2021 – Hearing no corrections, minutes were approved as submitted.
- III. **Opening Remarks – Melissa Broeckelman-Post, Chair:** brief welcome to the meeting

IV. **Committee Reports**

A. **Senate Standing Committees**

Executive Committee – Melissa Broeckelman-Post

- Composition has been finalized for Task Force on Reimagining Faculty Roles and Rewards (TFRFRR)
 - Chair of the Faculty Senate (co-chair): Melissa Broeckelman-Post (CHSS)
 - Associate Provost of Faculty Affairs and Development (co-chair): Kim Eby
 - Four faculty elected by the general faculty (2 tenure-line, 2 term): Esperanza Roman Mendoza (CHSS), Courtney Adams Wooten (CHSS), Laura Poms (CHSS), Sara Mathis (CHSS)
 - Two Faculty Senators elected by Faculty Senate (1 tenure-line, 1 term): Daniel Garrison (CEC), Lisa Billingham (CVPA)
 - Provost Appointees:
 - One Dean: Ken Ball (CEC)
 - One Assoc Dean Faculty Affairs or similar role: Jaime Lester (CHSS)
 - One representative from Research Council: Rosemarie Higgins (CHSS)
 - Faculty Senate Executive Committee Appointees:
 - Two tenure-line faculty: Guadalupe Correa-Cabrera (Schar), Amitava Dutta (SBUS)
 - Two term faculty: Regina Biggs (CEHD), Mara Schoeny (Carter)
 - One Local Academic Head/Department Chair: Geri Grant (COS)
 - Ended up with 9 different units represented instead specified minimum of 8.
- Next Senate Coffee Chat (on Zoom) Friday, October 22, 9:30am
- Welcomed Holly Stephens, Student Senator who serves as liaison to Faculty Senate – Holly introduced herself, said open for communication, etc.

Academic Policies – Suzanne Slayden, Chair

- Presented Academic Calendar from Registrar for Fall 2022-Spring 2026, along with spreadsheet that demonstrates how all dates and deadlines are calculated, called the “dictionary” ([Appendix A](#)). AP asking for FS to approve 4-year calendar and the dictionary, to make things easier moving forward.
- Senator raised question about breaking for Fall Break/Columbus Day/Indigenous People’s Day vs. Election Day. Chair Slayden noted that Election Day had been a 1-time holiday last year that actually extended the academic year. Now, with early voting and absentee voting, Election Day holiday is less necessary.

- Senator raised question of whether FS should discuss whether to continue honoring “Columbus Day” with a holiday. Chair Slayden responded that university is using term “Fall Break.” She also noted that many people expressed great hesitation about losing “Fall Break” in October – it’s in the middle of the semester, and it creates a 3-day weekend. Thus, although it creates some complications (the holiday is on a Monday, but then Monday classes meet on the subsequent Tuesday, to make sure that all days have the same number of classes during the semester), AP Committee voted to keep the Fall Break holiday, and then hold Monday classes on the Tuesday after that.
- No further discussion arose, and the motion passed unanimously.

Budget and Resources - Kumar Mehta and Matt Theeke, co-chairs

- No report.

Faculty Matters – Solon Simmons, Chair

- Faculty Evaluation of Administrators: data collection complete – committee is preparing to begin thematic analysis of qualitative data.
- Provost Extension Review: Provost Ginsberg gave talk this morning (recording available here: [click here](#); passcode: Provost2021!). Short survey with one quantitative item and three qualitative fields has been distributed to all faculty and staff.
- There are concerns within the committee that TFRFRR might be too slow in addressing issues that might be particularly pressing for some faculty members (particularly term), in this priority order: (1) workload, (2) salary, and (3) pathway to tenure. Thus, the Committee is having discussions about the possibility of a motion to propose a new norm of a 3:3 default teaching load. There is also substantial discussion about salary compression, especially in the term ranks.
- Concerns were brought up about INTO, which is not being addressed elsewhere (e.g., by the Task Force). Appears that there was a “quota” on the number of promotions that could happen within the unit, based on financial concerns (automatic raises accompany promotion), rather than faculty members’ readiness to advance. Seems inconsistent with the Faculty Handbook – Committee is discussing.
- Senator noted that issue related to workload is certainly important for term faculty, but not limited to term faculty. It’s an issue for all faculty, and staff. Many units are working on this (e.g., CHSS has a full committee working this year on this very issue). Need to balance acceptable guidelines with flexibility across units/disciplines.
- Another Senator asked if needs of adjunct faculty are under consideration. Chair Simmons responded that they will likely be addressed by TFRFRR. He noted committee discussion has been focused on issues that are seen as highly urgent by faculty, perhaps too urgent to wait for TFRFRR.
- Other members of the FM Committee indicated the need to address workload soon, particularly as related to writing-intensive courses and synthesis/capstone courses.
- Associate Provost for Faculty Affairs and Development Kim Eby noted that the university’s Term Faculty Committee (charged with implementing recommendations from Term Faculty Task Force) has nearly completed formal guidance for workload policies for different academic units (have received feedback from Provost, now soliciting feedback from deans, department heads, and local academic unit heads). They will make document publicly available – happy to provide that to the Faculty Senate (click [here](#)).

Nominations – Richard Craig and Charlotte Gill, co-chairs

- Drafting call to colleges/schools to get members to serve on the Grading Task Force (charge asks for each school or college to put forward representatives).

- Alison Cuellar (CHHS) will fill a vacancy on the BOV Finance and Land Use Committee (had received next most votes in prior election)
- New nominees brought to the floor today:
 - Technology Policy Committee: Amy Hutchison (CEHD)
 - UPTRAC: Kyeung Mi Oh (CHHS)
 - Mohan Venigalla (CEC) self-nominated from floor, but then withdrew
 - Nominees elected by acclamation

Organization and Operations – Lisa Billingham, Chair

- No update on Ombuds hiring as of yet
- Committee will be reviewing FS Standing Rules and Bylaws this year
- Remind all our committee chairs to contact O&O if considering changes to charge

B. Other Committees/Faculty Representatives

Academic Appeals Committee: submitted a [report](#)

Capital Planning Steering Committee: submitted a [report](#)

Graduate Council: submitted a [report](#)

Grievance Committee: submitted a [report](#)

Mason Academic Assessment Council: submitted a [report](#)

Mason Core Committee: submitted a [report](#)

Master Plan Steering Committee: submitted a [report](#)

SACS-COC Reaffirmation Committee: submitted a [report](#)

Writing Across the Curriculum Committee: submitted a [report](#)

Technology Policy Committee – Delton Daigle, Co-Chair

- Probably the most substantive issue is upcoming replacement of Mason Secure with Eduroam. Let committee know of any concerns.
 - One Senator asked whether some would be concerned about providing Mason credentials into an “outside network.”
 - Two Senators noted having had great difficulty connecting to Eduroam so far. Three other Senators noted no problems, and also noted that it can be used at other institutions, so in the long-term, it actually makes things easier.
- There is currently an RFP out to replace legacy Northern Telecom phone systems.
- There have been big hardware updates to some data processing machines, which should improve heavy-duty modeling that some groups do.
- We will be piloting Blackboard Ultra in Spring 2022. Joy Taylor is looking for people to assist in that pilot (might be a stipend, please reach out to Joy if interested).
- Biggest long-term planning issue in Technology Policy is discussion about what university will look like in “post-Blackboard” world. This will not be immediate, but there is awareness that at some point Blackboard is not going to be the current technology, and discussion on planning what the future might look like. In response to a question raised by a Senator, Co-Chair Daigle again emphasized this would not be soon – 2 to 10 years down the road, as Blackboard is going to stop supporting the technology.
- We look forward to welcoming Amy Hutchison to the committee and meet again beginning of November.

V. New Business

A. Graduate Education Reimagine Task Force

- Laurence Bray, Associate Provost for Graduate Education: Task force had 26 representatives from across institution, met every other week since April. Draft recommendations reflect

work of entire group. Introduced three task force members: Cristina Stan, Carrie Drews-Botsch and Kevin Connor, to give brief summary. The goal from the next couple of weeks is to gather feedback. Taking questions and comments today, and can also read report and enter comments and suggestions: <https://provost.gmu.edu/initiatives/graduate-education-reimagine-task-force> (note that slide presentation is also available at this website).

- Kevin Connor (GAPSA representative and current MBA student) and Cristiana Stan (Faculty Senator, FS Representative to Graduate Council, Professor, AOES) reviewed slides (see link above), and asked for feedback about findings and recommendations.
- Ensuing discussion raised multiple points to consider: (1) need for stipends that are competitive with other universities, matched by discipline (i.e., size and length of stipends will vary across disciplines); (2) need for adequate office space for graduate students; (3) concerns about how centralization of resources might adversely impact smaller programs (e.g., Carter School, Schar). Task force members thanked Senators for raising these issues, noted that they are actively considering all of them, but also open to further discussion and communication about them.

VI. Announcements

A. SVP Carol Kissal: presented overview of Administrative Infrastructure Improvements (see [Appendix B](#))

- SVP Kissal noted that she has talked to FS about budget, state funding, COVID, master planning, Arlington, and a lot of initiatives – but has not yet spoken in detail about administrative improvements.
- Mason has more manual processes than automated processes. Have identified several key projects to improve those processes for faculty, staff, and students.
 - Need to look at migrating from aging Blackboard platform to something more modern. IT is doing pilot programs on Blackboard Ultra.
 - New degree planning audit system in the Registrar’s Office – called Stelleck. Assists students and advisors with degree completion through a comprehensive planning process. Working to include degree planning platform for our ADVANCE students, undergraduate and graduate students, as well as INTO students.
 - Some major improvements that are happening with Microsoft Office.
 - On research side: big effort on many fronts in high-speed computing. Not only artificial intelligence, but climate, bioinformatics, computational fluid dynamics group, physics and astronomy, and School of Business. Beefing up high-speed computing, providing more nodes, and increasing capacity by almost double the performance.
 - Research administration improvements (e.g., mundane accounting control improvements to Chart of Accounts) – project is working to align systems with how our organization should be reporting.
 - Revenue and cost allocation model – incentive model we currently have is not a budget model, it’s more of a performance incentive model. We are working to improve full budget model, streamline services, align costs and service together, and also create line of sight to strategic priorities that have costs associated with them
 - Technology improvements that are essential to work, research
 - Workforce planning, like the work that HR is doing on market equity analysis for faculty compensation, which will be rolled out in January). Workforce planning has to accommodate our new remote work, high turnover, and workload issues. Kicking off a discussion to identify how, under our new “Tier III” authority, the university can establish a university employee versus a state employee.

B. Carol Dennis, Human Resources submitted the [Background Check Report \(FY 2021\)](#)

- C. **Kim Eby, Associate Provost for Faculty Affairs and Development** submitted a [Mason COACHE report](#)
- D. **Molli Herth, Program Manager** submitted a [Mason FACTS Update](#)
- E. An announcement was included about [Mason Speakers](#)
- F. **Chair Broeckelman-Post** shared the following announcements:
 - Upcoming screening of a film called “Picture of a Scientist” (November 4th in person and virtual) – part of visiting filmmaker series sponsored by Office of Research (<https://vfs.gmu.edu/events/11869>)
 - CHSS will hold a Parliamentary Procedure 101 workshop (<https://chss.gmu.edu/events/12787>) on November 8th. Everyone invited to attend.

VII. **Remarks for the Good of the General Faculty** – none

VIII. **Adjournment:** The meeting adjourned at 4:12 p.m. We will not have the “if needed/extension” meeting scheduled for November 3rd, so will see you again at our November 17th meeting.

Respectfully submitted,
Keith Renshaw
Secretary

Appendix A: Academic Calendar

The Registrar has prepared the Academic Calendars for the next four years, Fall 2022-Spring 2026. The determination of all dates for all semesters and sessions is now programmed in a spreadsheet and they should be predictable for future years. Many of the definitions for dates or deadlines appear in the University catalog. (See AP 1.3.2; 1.5, 3.3.) However, some of the catalog language that includes calendar information needs updating.

Rather than asking the Faculty Senate to approve specific catalog language now, the Academic Policies Committee asks for approval of the definitions, below, for later incorporation in the catalog. None of the definitions is new, although the language is clarified in some instances (indicated in underlined font).

The proposed 4-year Academic Calendar, on the following pages, is presented for approval.

	Fall - Description	Spring - Description
First Day of Classes	Begins on the 4th Monday in August.	Begins the Tues. following MLK Day unless Jan. 1 falls on a Sat., Sun., or Mon.; then the first day of classes is the Mon. following MLK Day.
Last Day to Add	The 8 th calendar day, including the first day of classes <u>and excluding holidays</u> . [Day following one full week of classes.]	
Last Day to Drop	The 22 nd <u>calendar</u> day, including the first day of classes <u>and excluding holidays</u> . [Day following 3 full weeks of classes.]	
Unrestricted Withdrawal Period Begins	The day following the Last Day to Drop.	
Unrestricted Withdrawal Period Ends	The day following 5 <u>full</u> weeks <u>of classes</u> .	
Incomplete Grade - Work Due	Friday of the ninth <u>full</u> week of <u>classes</u> .	
Selective Withdrawal Period Begins	Begins the day after the Unrestricted Withdrawal Period ends	
Selective Withdrawal Period Ends	The day following 9 <u>full</u> weeks <u>of classes</u> .	
Incomplete Grades - Faculty Grade Submission	Friday of the tenth <u>full</u> week <u>of classes</u> .	
Reading Day(s)	Mon. and Tues. of the 16th week of the semester.	If Spring FDOC is Mon., Mon. and Tues. of the 16th week of the semester. If Spring FDOC is Tues., Tues. and Wed. of the 16th week of the semester.

HOLIDAYS

Martin Luther King, Jr. Day
Spring Break
Memorial Day
Juneteenth
Independence Day
Labor Day
Fall Break
Thanksgiving Break

Third Monday in January
Eighth week of the semester
Last Monday in May
19-Jun, Observance varies by day of week
July 4, Observance varies by day of week
First Monday in September
Second Monday in October
Fourth Wednesday, Thursday, and Friday in November

	FALL SEMESTER	Fall 2022	Fall 2023	Fall 2024	Fall 2025
15-Week Session	First Day of Classes	Mon, Aug 22	Mon, Aug 28	Mon, Aug 26	Mon, Aug 25
	Last Day to Add <i>(census)</i>	Mon, Aug 29	Tue, Sep 5	Tue, Sep 3	Tue, Sep 2
	Labor Day <i>(university closed)</i>	Mon, Sep 5	Mon, Sep 4	Mon, Sep 2	Mon, Sep 1
	Last Day to Drop <i>(100% Refund)</i>	Tue, Sep 6	Mon, Sep 11	Mon, Sep 9	Mon, Sep 8
	Last Day to Drop <i>(50% Refund)</i>	Tue, Sep 13	Tue, Sep 19	Tue, Sep 17	Tue, Sep 16
	Unrestricted Withdraw Period	Wed, Sep 14 - Tue, Sep 27	Wed, Sep 20 - Tue, Oct 3	Wed, Sep 18 - Tue, Oct 1	Wed, Sep 17 - Tue, Sep 30
	Mid-term Evaluation Period <i>(Full-semester 100-200 Level Classes)</i>	Mon, Sep 19 - Fri, Oct 14	Mon, Sep 25 - Fri, Oct 20	Mon, Sep 23 - Fri, Oct 18	Mon, Sep 22 - Fri, Oct 17
	Selective Withdrawal Period <i>(undergraduates only)</i>	Wed, Sep 28 - Mon, Oct 24	Wed, Oct 4 - Mon, Oct 30	Wed, Oct 2 - Mon, Oct 28	Wed, Oct 1 - Mon, Oct 27
	Fall Break <i>(classes do not meet)</i>	Mon, Oct 10	Mon, Oct 9	Mon, Oct 14	Mon, Oct 13
	Monday Classes/Labs Meet <i>(Tuesday classes do not meet this week)</i>	Tue, Oct 11	Tue, Oct 10	Tue, Oct 15	Tue, Oct 14
	Incomplete Grades - Work Due	Fri, Oct 21	Fri, Oct 27	Fri, Oct 25	Fri, Oct 24
	Incomplete Grades - Faculty Grade Submission	Fri, Oct 28	Fri, Nov 3	Fri, Nov 1	Fri, Oct 31
	Thanksgiving Recess	Wed, Nov 23 - Sun, Nov 27	Wed, Nov 22 - Sun, Nov 26	Wed, Nov 27 - Sun, Dec 1	Wed, Nov 26 - Sun, Nov 30
	Dissertation/Thesis Deadline	Fri, Dec 2	Fri, Dec 8	Fri, Dec 6	Fri, Dec 5
	Last Day of Class	Sat, Dec 3	Sat, Dec 9	Sat, Dec 7	Sat, Dec 6
	Reading Day(s)	Mon, Dec 5 - Tue, Dec 6	Mon, Dec 11 - Tue, Dec 12	Mon, Dec 9 - Tue, Dec 10	Mon, Dec 8 - Tue, Dec 9
	Examination Period	Wed, Dec 7 - Wed, Dec 14	Wed, Dec 13 - Wed, Dec 20	Wed, Dec 11 - Wed, Dec 18	Wed, Dec 10 - Wed, Dec 17
	University Commencement	Thu, Dec 15	Thu, Dec 21	Thu, Dec 19	Thu, Dec 18
Degree Conferral	Sat, Dec 17	Sat, Dec 23	Sat, Dec 21	Sat, Dec 20	
7.5 Week Session I	First Day of Classes	Mon, Aug 22	Mon, Aug 28	Mon, Aug 26	Mon, Aug 25
	Last Day to Add	Wed, Aug 24	Wed, Aug 30	Wed, Aug 28	Wed, Aug 27
	Last Day to Drop	Fri, Aug 26	Fri, Sep 1	Fri, Aug 30	Fri, Aug 29
	Labor Day <i>(no classes)</i>	Mon, Sep 5	Mon, Sep 4	Mon, Sep 2	Mon, Sep 1
	Unrestricted Withdraw Period	Sat, Aug 27 - Fri, Sep 9	Sat, Sep 2 - Fri, Sep 15	Sat, Aug 31 - Fri, Sep 13	Sat, Aug 30 - Fri, Sep 12
	Selective Withdrawal Period <i>(undergraduates only)</i>	Sat, Sep 10 - Fri, Sep 16	Sat, Sep 16 - Fri, Sep 22	Sat, Sep 14 - Fri, Sep 20	Sat, Sep 13 - Fri, Sep 19
	Last Day of Classes	Mon, Oct 10	Mon, Oct 16	Mon, Oct 14	Mon, Oct 13
	Examination Period	Tue, Oct 11 - Wed, Oct 12	Tue, Oct 17 - Wed, Oct 18	Tue, Oct 15 - Wed, Oct 16	Tue, Oct 14 - Wed, Oct 15
	University Commencement	Thu, Dec 15	Thu, Dec 21	Thu, Dec 19	Thu, Dec 18
	Degree Conferral	Sat, Dec 17	Sat, Dec 23	Sat, Dec 21	Sat, Dec 20

	FALL SEMESTER	Fall 2022	Fall 2023	Fall 2024	Fall 2025
7.5 Week Session II	First Day of Classes	Mon, Oct 17	Mon, Oct 23	Mon, Oct 21	Mon, Oct 20
	Last Day to Add	Wed, Oct 19	Wed, Oct 25	Wed, Oct 23	Wed, Oct 22
	Last Day to Drop	Fri, Oct 21	Fri, Oct 27	Fri, Oct 25	Fri, Oct 24
	Unrestricted Withdrawal Period	Sat, Oct 22 - Fri, Nov 4	Sat, Oct 28 - Fri, Nov 10	Sat, Oct 26 - Fri, Nov 8	Sat, Oct 25 - Fri, Nov 7
	Unrestricted Withdrawal Period	Fri, Nov 4	Fri, Nov 10	Fri, Nov 8	Fri, Nov 7
	Selective Withdrawal Period <i>(undergraduates only)</i>	Sat, Nov 5 - Fri, Nov 11	Sat, Nov 11 - Fri, Nov 17	Sat, Nov 9 - Fri, Nov 15	Sat, Nov 8 - Fri, Nov 14
	Thanksgiving Recess	Wed, Nov 23 - Sun, Nov 27	Wed, Nov 22 - Sun, Nov 26	Wed, Nov 27 - Sun, Dec 1	Wed, Nov 26 - Sun, Nov 30
	Last Day of Classes	Wed, Dec 7	Wed, Dec 13	Wed, Dec 11	Wed, Dec 10
	Examination Period	Thu, Dec 8 - Fri, Dec 9	Thu, Dec 14 - Fri, Dec 15	Thu, Dec 12 - Fri, Dec 13	Thu, Dec 11 - Fri, Dec 12
	University Commencement	Thu, Dec 15	Thu, Dec 21	Thu, Dec 19	Thu, Dec 18
	Degree Conferral	Sat, Dec 17	Sat, Dec 23	Sat, Dec 21	Sat, Dec 20
	SPRING SEMESTER	Spring 2023	Spring 2024	Spring 2025	Spring 2026
15 Week Session	First Day of Spring Classes	Mon, Jan 23	Mon, Jan 22	Tue, Jan 21	Tue, Jan 20
	Last Day to Add <i>(census)</i>	Mon, Jan 30	Mon, Jan 29	Tue, Jan 28	Tue, Jan 27
	Last Day to Drop <i>(100% Refund)</i>	Mon, Feb 6	Mon, Feb 5	Tue, Feb 4	Tue, Feb 3
	Last Day to Drop <i>(50% Refund)</i>	Mon, Feb 13	Mon, Feb 12	Tue, Feb 11	Tue, Feb 10
	Unrestricted Withdraw Period	Tue, Feb 14 - Mon, Feb 27	Tue, Feb 13 - Mon, Feb 26	Wed, Feb 12 - Tue, Feb 25	Wed, Feb 11 - Tue, Feb 24
	Mid-Term Evaluation Period <i>(Full-semester 100-200 Level Classes)</i>	Mon, Feb 20 - Fri, Mar 24	Mon, Feb 19 - Fri, Mar 22	Mon, Feb 17 - Fri, Mar 21	Mon, Feb 16 - Fri, Mar 20
	Selective Withdrawal Period <i>(undergraduates only)</i>	Tue, Feb 28 - Mon, Apr 3	Tue, Feb 27 - Mon, Apr 1	Wed, Feb 26 - Mon, Mar 31	Wed, Feb 25 - Mon, Mar 30
	Spring Recess <i>(no classes)</i>	Mon, Mar 13 - Sun, Mar 19	Mon, Mar 11 - Sun, Mar 17	Mon, Mar 10 - Sun, Mar 16	Mon, Mar 9 - Sun, Mar 15
	Incomplete Grades - Work Due	Fri, Mar 31	Fri, Mar 29	Fri, Mar 28	Fri, Mar 27
	Incomplete Grades - Faculty Grade Submission	Fri, Apr 7	Fri, Apr 5	Fri, Apr 4	Fri, Apr 3
	Dissertation/Thesis Deadline	Fri, May 5	Fri, May 3	Fri, May 2	Fri, May 1
	Last Day of Class	Sat, May 6	Sat, May 4	Mon, May 5	Mon, May 4
	Reading Day(s)	Mon, May 8 - Tue, May 9	Mon, May 6 - Tue, May 7	Tue, May 6 - Wed, May 7	Tue, May 5 - Wed, May 6
	Examination Period	Wed, May 10 - Wed, May 17	Wed, May 8 - Wed, May 15	Thu, May 8 - Thu, May 15	Thu, May 7 - Thu, May 14
	University Commencement	Thu, May 18	Thu, May 16	Fri, May 16	Fri, May 15
Degree Conferral	Fri, May 19	Fri, May 17	Sat, May 17	Sat, May 16	

	SPRING SEMESTER	Spring 2023	Spring 2024	Spring 2025	Spring 2026
7.5 Week Session I	First Day of Classes	Tue, Jan 17	Tue, Jan 16	Wed, Jan 15	Wed, Jan 14
	Last Day to Add	Thu, Jan 19	Thu, Jan 18	Fri, Jan 17	Fri, Jan 16
	Last Day to Drop	Mon, Jan 23	Mon, Jan 22	Tue, Jan 21	Tue, Jan 20
	Unrestricted Withdraw Period	Tue, Jan 24 - Sun, Feb 5	Tue, Jan 23 - Sun, Feb 4	Wed, Jan 22 - Mon, Feb 3	Wed, Jan 21 - Mon, Feb 2
	Selective Withdrawal Period <i>(undergraduates only)</i>	Mon, Feb 6 - Sun, Feb 12	Mon, Feb 5 - Sun, Feb 11	Tue, Feb 4 - Mon, Feb 10	Tue, Feb 3 - Mon, Feb 9
	Last Day of Classes	Tue, Mar 7	Tue, Mar 5	Wed, Mar 5	Wed, Mar 4
	Examination Period	Wed, Mar 8 - Thu, Mar 9	Wed, Mar 6 - Thu, Mar 7	Thu, Mar 6 - Fri, Mar 7	Thu, Mar 5 - Fri, Mar 6
	University Commencement	Thu, May 18	Thu, May 16	Fri, May 16	Fri, May 15
	Degree Conferral	Fri, May 19	Fri, May 17	Sat, May 17	Sat, May 16
7.5 Week Session II	Spring Recess <i>(no classes)</i>	Mon, Mar 13 - Sun, Mar 19	Mon, Mar 11 - Sun, Mar 17	Mon, Mar 10 - Sun, Mar 16	Mon, Mar 9 - Sun, Mar 15
	First Day of Classes	Mon, Mar 20	Mon, Mar 18	Mon, Mar 17	Mon, Mar 16
	Last Day to Add	Wed, Mar 22	Wed, Mar 20	Wed, Mar 19	Wed, Mar 18
	Last Day to Drop	Fri, Mar 24	Fri, Mar 22	Fri, Mar 21	Fri, Mar 20
	Unrestricted Withdraw Period	Sat, Mar 25 - Thu, Apr 6	Sat, Mar 23 - Thu, Apr 4	Sat, Mar 22 - Thu, Apr 3	Sat, Mar 21 - Thu, Apr 2
	Selective Withdrawal Period <i>(undergraduates only)</i>	Fri, Apr 7 - Thu, Apr 13	Fri, Apr 5 - Thu, Apr 11	Fri, Apr 4 - Thu, Apr 10	Fri, Apr 3 - Thu, Apr 9
	Last Day of Classes	Fri, May 5	Fri, May 3	Fri, May 2	Fri, May 1
	Examination Period	Mon, May 8 - Tue, May 9	Mon, May 6 - Tue, May 7	Mon, May 5 - Tue, May 6	Mon, May 4 - Tue, May 5
	University Commencement	Thu, May 18	Thu, May 16	Fri, May 16	Fri, May 15
Degree Conferral	Fri, May 19	Fri, May 17	Sat, May 17	Sat, May 16	
	SUMMER SESSIONS	Summer 2023	Summer 2024	Summer 2025	Summer 2026
12 Week Session	First Day of Summer Classes	Mon, May 22	Mon, May 20	Mon, May 19	Mon, May 18
	Memorial Day <i>(university closed)</i>	Mon, May 29	Mon, May 27	Mon, May 26	Mon, May 25
	Last Day to Add <i>(census)</i>	Tue, May 30	Tue, May 28	Tue, May 27	Tue, May 26
	Last Day to Drop <i>(100% Refund)</i>	Mon, Jun 5	Mon, Jun 3	Mon, Jun 2	Mon, Jun 1
	Last Day to Drop <i>(50% Refund)</i>	Mon, Jun 12	Mon, Jun 10	Mon, Jun 9	Mon, Jun 8
	Unrestricted Withdraw Period	Tue, Jun 13 - Mon, Jun 19	Tue, Jun 11 - Mon, Jun 17	Tue, Jun 10 - Mon, Jun 16	Tue, Jun 9 - Mon, Jun 15
	Selective Withdrawal Period <i>(undergraduates only)</i>	Tue, Jun 20 - Mon, Jul 10	Tue, Jun 18 - Mon, Jul 8	Tue, Jun 17 - Mon, Jul 7	Tue, Jun 16 - Mon, Jul 6
	Independence Day <i>(University Closed)</i>	Tue, Jul 4	Thu, Jul 4	Fri, Jul 4	Fri, Jul 3
	Dissertation/Thesis Deadline	Fri, Aug 4	Fri, Aug 2	Fri, Aug 1	Fri, Jul 31
	Last Day of Class	Wed, Aug 9	Wed, Aug 7	Wed, Aug 6	Wed, Aug 5
	Examination Period	Thu, Aug 10 - Sat, Aug 12	Thu, Aug 8 - Sat, Aug 10	Thu, Aug 7 - Sat, Aug 9	Thu, Aug 6 - Sat, Aug 8
	Degree Conferral	Sat, Aug 19	Sat, Aug 17	Sat, Aug 16	Sat, Aug 15

Session A: 5 Week	First Day of Classes	Mon, May 22	Mon, May 20	Mon, May 19	Mon, May 18
	Last Day to Add	Wed, May 24	Wed, May 22	Wed, May 21	Wed, May 20
	Memorial Day (<i>university closed</i>)	Mon, May 29	Mon, May 27	Mon, May 26	Mon, May 25
	Last Day to Drop	Tue, May 30	Tue, May 28	Tue, May 27	Tue, May 26
	Unrestricted Withdraw Period	Wed, May 31 - Tue, Jun 6	Wed, May 29 - Tue, Jun 4	Wed, May 28 - Mon, Jun 9	Wed, May 27 - Mon, Jun 8
	Selective Withdrawal Period (<i>undergraduates only</i>)	Wed, Jun 7 - Mon, Jun 12	Wed, Jun 5 - Mon, Jun 10	Tue, Jun 10 - Sun, Jun 15	Tue, Jun 9 - Sun, Jun 14
	Last Day of Classes	Wed, Jun 21	Wed, Jun 19	Wed, Jun 18	Wed, Jun 17
	Examination Period	Thu, Jun 22 - Sat, Jun 24	Thu, Jun 20 - Sat, Jun 22	Thu, Jun 19 - Sat, Jun 21	Thu, Jun 18 - Sat, Jun 20
	Dissertation/Thesis Deadline	Fri, Aug 4	Fri, Aug 2	Fri, Aug 1	Fri, Jul 31
	Degree Conferral	Sat, Aug 19	Sat, Aug 17	Sat, Aug 16	Sat, Aug 15
Session B: 8 Week	First Day of Classes	Tue, May 30	Tue, May 28	Tue, May 27	Tue, May 26
	Last Day to Add	Thu, Jun 1	Thu, May 30	Thu, May 29	Thu, May 28
	Last Day to Drop	Wed, Jun 14	Wed, Jun 12	Wed, Jun 11	Wed, Jun 10
	Unrestricted Withdraw Period	Thu, Jun 15 - Thu, Jun 22	Thu, Jun 13 - Thu, Jun 20	Thu, Jun 12 - Thu, Jun 19	Thu, Jun 11 - Thu, Jun 18
	Selective Withdrawal Period (<i>undergraduates only</i>)	Fri, Jun 23 - Tue, Jul 11	Fri, Jun 21 - Tue, Jul 9	Fri, Jun 20 - Tue, Jul 8	Fri, Jun 19 - Tue, Jul 7
	Last Day of Classes	Wed, Jul 26	Wed, Jul 24	Wed, Jul 23	Wed, Jul 22
	Examination Period	Thu, Jul 27 - Sat, Jul 29	Thu, Jul 25 - Sat, Jul 27	Thu, Jul 24 - Sat, Jul 26	Thu, Jul 23 - Sat, Jul 25
	Degree Conferral	Sat, Aug 19	Sat, Aug 17	Sat, Aug 16	Sat, Aug 15
Session C: 5 Week	First Day of Classes	Mon, Jun 26	Mon, Jun 24	Mon, Jun 23	Mon, Jun 22
	Last Day to Add	Wed, Jun 28	Wed, Jun 26	Wed, Jun 25	Wed, Jun 24
	Independence Day (<i>University Closed</i>)	Tue, Jul 4	Thu, Jul 4	Fri, Jul 4	Fri, Jul 3
	Last Day to Drop	Wed, Jul 5	Tue, Jul 2	Tue, Jul 1	Tue, Jun 30
	Unrestricted Withdraw Period	Thu, Jul 6 - Wed, Jul 12	Wed, Jul 3 - Tue, Jul 9	Wed, Jul 2 - Tue, Jul 8	Wed, Jul 1 - Tue, Jul 7
	Selective Withdrawal Period (<i>undergraduates only</i>)	Thu, Jul 13 - Wed, Jul 19	Wed, Jul 10 - Tue, Jul 16	Wed, Jul 9 - Tue, Jul 15	Wed, Jul 8 - Tue, Jul 14
	Last Day of Classes	Thu, Jul 27	Thu, Jul 25	Thu, Jul 24	Thu, Jul 23
	Examination Period	Fri, Jul 28 - Sat, Jul 29	Fri, Jul 26 - Sat, Jul 27	Fri, Jul 25 - Sat, Jul 26	Fri, Jul 24 - Sat, Jul 25
	Dissertation/Thesis Deadline	Fri, Aug 4	Fri, Aug 2	Fri, Aug 1	Fri, Jul 31
	Degree Conferral	Sat, Aug 19	Sat, Aug 17	Sat, Aug 16	Sat, Aug 15

	SUMMER SESSIONS	Summer 2023	Summer 2024	Summer 2025	Summer 2026
Session D: 10 Week	First Day of Classes	Mon, May 22	Mon, May 20	Mon, May 19	Mon, May 18
	Last Day to Add	Tue, May 30	Tue, May 28	Tue, May 27	Tue, May 26
	Memorial Day (<i>university closed</i>)	Mon, May 29	Mon, May 27	Mon, May 26	Mon, May 25
	Last Day to Drop	Tue, Jun 6	Tue, Jun 4	Tue, Jun 3	Tue, Jun 2
	Unrestricted Withdraw Period	Wed, Jun 7 - Tue, Jun 13	Wed, Jun 5 - Tue, Jun 11	Wed, Jun 4 - Tue, Jun 10	Wed, Jun 3 - Tue, Jun 9
	Selective Withdrawal Period (<i>undergraduates only</i>)	Wed, Jun 14 - Tue, Jun 27	Wed, Jun 12 - Tue, Jun 25	Wed, Jun 11 - Tue, Jun 24	Wed, Jun 10 - Tue, Jun 23
	Last Day of Classes	Wed, Jul 26	Wed, Jul 24	Wed, Jul 23	Wed, Jul 22
	Examination Period	Thu, Jul 27 - Sat, Jul 29	Thu, Jul 25 - Sat, Jul 27	Thu, Jul 24 - Sat, Jul 26	Thu, Jul 23 - Sat, Jul 25
	Dissertation/Thesis Deadline	Fri, Aug 4	Fri, Aug 2	Fri, Aug 1	Fri, Jul 31
	Degree Conferral	Sat, Aug 19	Sat, Aug 17	Sat, Aug 16	Sat, Aug 15
Session E: 7.5 Week	First Day of Classes	Mon, May 22	Mon, May 20	Mon, May 19	Mon, May 18
	Last Day to Add	Wed, May 24	Wed, May 22	Wed, May 21	Wed, May 20
	Last Day to Drop	Fri, May 26	Fri, May 24	Fri, May 23	Fri, May 22
	Unrestricted Withdraw Period	Sat, May 27 - Fri, Jun 9	Sat, May 25 - Fri, Jun 7	Sat, May 24 - Fri, Jun 6	Sat, May 23 - Fri, Jun 5
	Memorial Day (<i>university closed</i>)	Mon, May 29	Mon, May 27	Mon, May 26	Mon, May 25
	Selective Withdrawal Period (<i>undergraduates only</i>)	Sat, Jun 10 - Fri, Jun 16	Sat, Jun 8 - Fri, Jun 14	Sat, Jun 7 - Fri, Jun 13	Sat, Jun 6 - Fri, Jun 12
	Independence Day (<i>University Closed</i>)	Tue, Jul 4	Thu, Jul 4	Fri, Jul 4	Fri, Jul 3
	Last Day of Classes	Fri, Jul 14	Fri, Jul 12	Fri, Jul 11	Fri, Jul 10
	Examination Period	Mon, Jul 17 - Tue, Jul 18	Mon, Jul 15 - Tue, Jul 16	Mon, Jul 14 - Tue, Jul 15	Mon, Jul 13 - Tue, Jul 14
	Dissertation/Thesis Deadline	Fri, Aug 4	Fri, Aug 2	Fri, Aug 1	Fri, Jul 31
Degree Conferral	Sat, Aug 19	Sat, Aug 17	Sat, Aug 16	Sat, Aug 15	
Session F: 5 Week (Online)	First Day of Classes	Mon, Jul 17	Mon, Jul 15	Mon, Jul 14	Mon, Jul 13
	Last Day to Add	Wed, Jul 19	Wed, Jul 17	Wed, Jul 16	Wed, Jul 15
	Last Day to Drop	Mon, Jul 24	Mon, Jul 22	Mon, Jul 21	Mon, Jul 20
	Unrestricted Withdraw Period	Tue, Jul 25 - Mon, Jul 31	Tue, Jul 23 - Mon, Jul 29	Tue, Jul 22 - Mon, Jul 28	Tue, Jul 21 - Mon, Jul 27
	Selective Withdrawal Period (<i>undergraduates only</i>)	Tue, Aug 1 - Mon, Aug 7	Tue, Jul 30 - Mon, Aug 5	Tue, Jul 29 - Mon, Aug 4	Tue, Jul 28 - Mon, Aug 3
	Dissertation/Thesis Deadline	Fri, Aug 4	Fri, Aug 2	Fri, Aug 1	Fri, Jul 31
	Last Day of Classes	Fri, Aug 18	Fri, Aug 16	Fri, Aug 15	Fri, Aug 14
	Examination Period	Same as Last Day of Classes			
	Degree Conferral	Sat, Aug 19	Sat, Aug 17	Sat, Aug 16	Sat, Aug 15

Academic Appeals Committee - submitted by Catherine Wright, Chair, September 23, 2021

To: Meg Caniano, Faculty Senate Clerk

Melissa Broeckelman-Post, Faculty Senate Chair From: University Senate, Academic Appeals Committee

Date: 23 September 2021

Re: Chair and Co-Chair designation for Academic Year 2021-22


The following faculty will serve on the Academic Appeals Committee for the Academic Year 2021-22:

1. Chair:
 - o Catherine Wright (CHSS - Communication), cwright5@gmu.edu
2. Co-Chair:
 - o Lee Solomon (COS - Chemistry and Biochemistry), lsolomo@gmu.edu
3. Members:
 - o Valerie Olmo (COS - Biology) volmo@gmu.edu (Provost appointee)
 - o Pierre Rodgers (CEHD - School of Sport, Recreation and Tourism Management), prodgers@gmu.edu
 - o Anthony Sanders (School of Business- Finance), asander7@gmu.edu
 - o Ana Stoehr (CHHS - School of Nursing), astoehr@gmu.edu

We all understand our charge, according to the bylaws of the Faculty Senate as follows:

To serve as a final locus for appeal of decisions regarding late withdrawal, late add, suspension and dismissal for academic reasons. At its discretion, the Committee may choose to review other individual cases that are relevant to the application of University-wide policies. Does not hear grade appeals or appeals of Honor Committee decisions.

At this time, we have no other report.


Catherine Wright
Chair Faculty Senate Academic Appeals Committee

Capital Planning Steering Committee – submitted by Samuel Frye, Faculty Senate Representative, October 12, 2021

Capital Planning Report

Prepared for the Faculty Senate by Samuel L. Frye

October 20, 2021

People

--The Capital Planning Advisory Committee's membership currently includes Tobi Walsh, Sam Frye, and two representatives from student government.

--David Kidd was hired as University Building Official, a position which reports directly to the Board of Visitors.

--Tobi continues her search to fill two planner positions in her department.

Projects

--In September, Tobi submitted the 6-year capital plan to replace the previously submitted 2-year plan. The current plan includes requests to fund an Engineering and Science Sector Study, a Student Innovation Factory Building, Phase 3 of Telecom/Network Infrastructure improvements, and an Interdisciplinary Science and Engineering Building. Please visit the [BOV Meeting Book](#) (pp. 16-21) for more information.

--The Innovation Town Center and [University Village](#) (link shared with permission) projects have passed planning commission reviews. These buildings will break ground in July 2022 and will include graduate student housing. The Life Sciences and Engineering Building Addition at SciTech is scheduled to open its doors Fall 2024.

--Tobi is also working on procedures for the small capital improvement program ("small caps") which will allow for an expedited review process for smaller, less capital-intensive projects. More information will be shared in a future Senate report.

Policy and Process

--The hiring of David Kidd coincides with Mason's elevation to "[Tier 3](#)" status which took effect July 1. This designation gives Mason greater financial management authority. For example, building permits can now be provided "in house" which will reduce permitting process times.

--Tobi and her team continue to make process improvements, the most recent of which includes piloting [Bluebeam](#) project management software which will speed up design reviews by allowing users to markup and collaborate on the same documents in real time and assist in tracking and organizing comments. The Eagle Bank Arena Market Study was the project used in the pilot study.

Graduate Council – submitted by Cristiana Stan, Faculty Senate Representative – October 12, 2021

Report from the Graduate Council Meeting

August 18, 2021

Representatives of the Office of International Programs and Services provided a brief overview and usage information of the [Food Pantry](#) and emphasized the higher usage of the Food Pantry in the last year by the international master's students.

Director of International Admissions, provided an update on the Duolingo and [English proficiency](#) testing requirements as determined through the March 2020 Graduate Pathway Taskforce which included a slight adjustment to entry scores and announced the continuation of the temporary acceptance of Duolingo test scores that meet stated minimums through Fall 2022. Test score minimums for Duolingo have been lowered to 120 from 125. Please direct all questions to Ms. Hall-Brett, cbrett@gmu.edu.

Ms. Crystal Hall Buckley, Office of Admissions, announced that because international students are struggling, due to COVID, units have requested permission to automatically grant a 2-year [deferral](#) on admission as a temporary adjustment to the existing maximum 1-year policy when the deferral is due to COVID-related circumstances. The temporary adjustment would be expected to impact those who had original admission dates of Fall 2020, Spring 2021, Fall 2021. There was discussion of whether the decision on such an exception should be with the Provost's Office.

Respectfully Submitted by Cristiana Stan, Faculty Senate Representative to the Graduate Council 2021-2022

Grievance Committee – submitted by John Farina, Chair – October 5, 2021

The faculty grievance committee met once and elected John Farina as chair. There was no other new business.

Mason Academic Assessment Council – submitted by Sheena Serslev, Associate Director, Institutional Assessment, Office of Institutional Effectiveness and Planning – October 5, 2021

Office of Institutional Effectiveness and Planning and the Mason Academic Assessment Council

The annual assessment deadline for the 2021-2022 academic year will be **June 30, 2022**. Thank you for your commitment to building a culture of assessment; we are pleased to share that we have received submissions for 99% of academic programs. The [Mason Academic Assessment Council](#) will continue to provide formative feedback through a peer review process and feedback from last year's submission will be shared with programs in advance of the deadline.

Mason Core Report to the Faculty Senate, 2021-2022

Committee members: Laura Poms (CHHS co-chair), Bethany Usher (co-chair), Lauren Cattaneo (CHSS), Matthew Cronin (BUS), Jane Hooper (CHSS), Elizabeth Johnson (VSE), Jason Kinser (COS), Ben Steger (CVPA), Debra Stroiney (CEHD), Anne Verhoeven (COS), Courtney Wooten (CHSS), Liz White (CEC), Shun Ye (BUS), Andrea Zach (CHSS), Shelley Reid (ex-officio, Stearns), Gina Polychronopoulos (ex-officio, OIEP)

Program Coordinator: Krista Shires

Mason Core Committee Meeting September 16, 2021

Agenda:

Introductions

- The committee and guests introduced themselves and shared their interests in being on the Mason Core Committee as well as advice for the upcoming year. Dr. Usher shared a PowerPoint presentation that outlines the basics of the Mason Core.

Election of the co-chair

- The Mason Core Committee unanimously voted Laura Poms as co-chair

Goals for the year

- Dr. Usher shared a presentation outlining the goals for the semester which included participation in accreditation review for SACSCOC and the beginning of new assessment cycles. In addition, there are expectations that the committee will be reviewing the Capstone/Synthesis categories, definitions of IT and WC/WH categories, the ARIE course integration (which impacts the GU category) and the QEP

Mason Core process and annual timeline

- Dr. Poms shared a presentation that recapped the AAC&U General Education Conference and the proposed changes to the Mason Core, along with suggestions for addressing them, as well as identifying potential challenges

Task Forces

- Three Task Forces and their charges were shared with the committee. Mason Core Committee members were asked to volunteer to be on each of them. The task forces will develop recommendations and present them to the full Mason Core Committee in November

Proposals

- Two proposals were reviewed

Mason Core Committee Meeting

October 07, 2021

Assessment Presentation (Gina Polychronopoulos)

- Faculty participation in the rating process
- Discussion of syllabus review
- Discussion of timing and length of the assessment cycle
- Results of the assessments
- Making a clear distinction between Mason Core program assessment and course assessment

Proposals

- One proposal was reviewed

Courses Approved for Inclusion in the Mason Core

The Mason Graduate is an Engaged Citizen and Well-Rounded Scholar who is Prepared to Act. The Mason Core is Mason's general education program that builds the foundation for The Mason Graduate. Below are the courses approved by the Mason Core Committee since the publication of the 2021-2022 catalog:

Art

HIST 316: History of Modern Architecture

FAVS 204: Ways of Seeing: Perception, Form and Film

FAVS 280: Writing for the Moving Image

Capstone

ECED 492: Internship in Early Childhood Education (Non-Licensure)

GCH 466: Physical Activity in Public Health Capstone

GLOA 492: Honors Research Project in Global Affairs

Global Understanding

FAVS 320: Afrofuturism and Their Kin

GGG 317: Geography of China

Literature

SEED 370: Young Adult Literature in Multicultural Settings

INTS 363: Social Justice Narratives

Natural Science without Lab:

ASTR 303: Black Holes

Social and Behavioral Science:

GGG 301: Political Geography

LING 101: Human Language

Faculty Senate members of Master Plan Steering Committee report, October 12, 2021

Melissa Broeckelman-Post, Zachary Schrag, David Wong

The Faculty Senate members of the Master Plan Steering Committee offer the following report on the Master Plan process.

Between the last report to the Senate (September 14, 2021) and this report, several events related to the Master Plan have taken place:

- October 1, 2021: the Master Plan Steering Committee met the last time. The consultants reviewed the final updates and summarized the final plan.
- October 7, 2021: the eighth and final Master Plan Engagement (townhall) session. The consultants presented the final version of the Master Plan to the Mason community.
- The Master Plan Phase 2 (Final) Report will be available to members of the Steering Committee for review and comment in early November, 2021.

SACS-COC Reaffirmation Committee – submitted by Matt Smith, Director of Accreditation, Office of the Provost – October 5, 2021

Mason continues its progress towards reaffirmation of accreditation with SACSCOC. The university's self-study report was submitted in September 2021, and work continues on our QEP, "Transformative Education through Anti-Racist Community Engagement." A draft of the QEP document is currently available for review on the QEP webpage (<https://qep.gmu.edu>). Feedback on the QEP can be submitted via form (linked within that webpage) and must be received by Friday, October 29th.

Writing Across the Curriculum Committee – submitted by Tom Polk, October 12, 2021

The WAC Committee held its first meeting of the year on October 4th. The committee has elected Doug Eyman (CHSS) to serve as chair and is still soliciting nominations for co-chair. While the meeting partly focused on the broad picture of WAC at Mason and orienting new members to the work of the Committee, the Committee also engaged in early discussions about the rollout of the [new WI outcomes](#). First steps include piloting [our new review process](#) and raising the visibility of the outcomes by engaging with directors for undergraduate curriculum within the colleges. The committee also intends to coordinate with OIEP as that office develops an assessment and review process for the Mason Core.

APPENDIX B



Administrative Infrastructure Improvements

Faculty Senate, Oct. 20

Office of the Senior Vice President | Slide 1

Administrative Infrastructure Improvements



Major Projects

- Chart of Accounts
- RCAM
- Project Management Office
- Strategic Workforce Planning
- Research Administration

Academic & Research Support Improvements

Academic Support

- Pilot new Learning Management System (Blackboard Ultra), Spring 2022 (partner: Stearns Center)
- New Degree Planning & Audit System deployment, Fall 2022 (partner: Registrar)
- Explore new funding model for academic & research software to maximize volume licensing, December 2021 (partner: Research)
- Consolidation of student, faculty and staff accounts into Microsoft Office 365 to enable collaboration for academics, research and administration, August 2021

Research Support

- Increased High Performance Computing capacity by 112 compute & 7 GPU, available in Spring 2022
 - Providing financial assistance for research administration positions, fully funded in year one and phasing out over four-year period
-

Administration Improvements

Administration

- Redesign Chart of Accounts to consolidate all financial transactions into a single hierarchy, planned for July 2022
 - Replace legacy phones with new communications system, deployment in FY23
 - Improve project delivery and strategic alignment through a revised project prioritization, management and review process, led by a Project Management Organization (PMO), launching December 2021
 - Complete assessment & implement discipline-based I/R Faculty salary structure, January 2022
 - I/R Faculty market assessment adjustments and 2% merit increase, February 2022
 - Updated travel and expense system, the Mason Finance Gateway, including document workflow and approval
-

Major Projects & Benefits

Chart of Accounts:

- o Reduced manual processes
- o Improve reporting through aligned financial & academic data
- o Reflects Mason today & provide flexibility for future

FY22: Prepare for COA implementation on July 1, 2022

ITS Project Management Office:

- o Improved project delivery
- o Transparent prioritization & funding
- o Maximized value of investment

FY22: Establish project office, processes & governance

I/R Faculty Compensation:

- o Establish competitive discipline-based salary structure
- o Implement market & merit compensation adjustments
- o Improve retention & recruitment

FY22: Implement Discipline-based I/R Salary Structure

Revenue and Cost Allocation Model:

- o Streamlined unit & school level budgeting and planning
- o Transparently links central service costs to actual use
- o Enable funding of unit & strategic initiatives

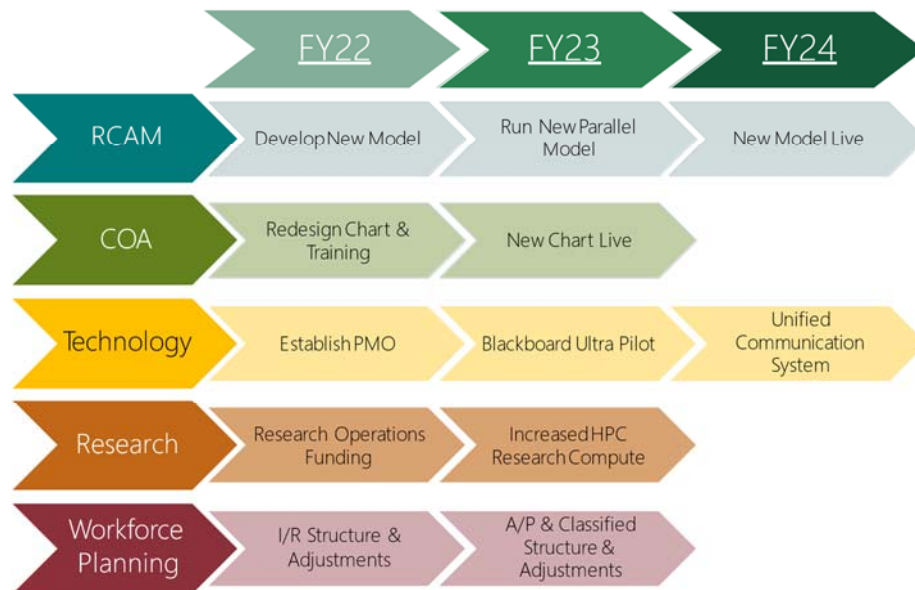
FY22: Develop model to run parallel year in FY23

Research Administration:

- o Increasing standardization & automation of grant processing
- o More efficient & robust research operational support
- o Reduce Administrative burden on faculty

FY22: Research operations pilots & grants module deployment

Project Milestones



Background Checks Report, submitted by Carol Dennis

Background Checks

■ PURPOSE

Ensure the safety of the Mason community.

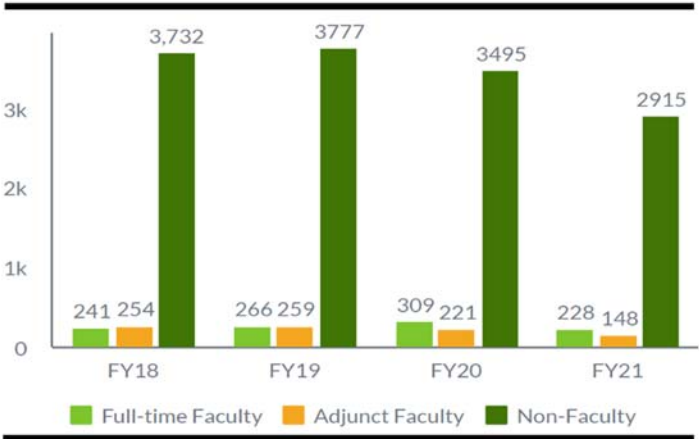
■ POLICY

As a condition of hire, Mason requires a background investigation for all employees. Employees cannot begin work until the background check has been successfully completed. Additional information can be found in **University Policy 2221** or by connecting with Human Resources and Payroll via email at bkground@gmu.edu.

■ PROCESS

- Background checks are completed through our vendor, Truescreen.
- Requests for new and rehired employees are initiated through the Mason Onboard process.
- Truescreen has an average turnaround time of 1.8 days beginning from their receipt of information.
- HR and Payroll will review the results. Note: Only authorized convictions appear on the report, which vary by state with jurisdiction over the conviction.
- If successful, the department will receive an email notification. If there is a potential problem, HR & Payroll will contact the employee to verify the results. The hiring manager will be contacted if necessary.

■ Completed Background Checks



■ Background Check Data

	FY18	FY19	FY20	FY21
Total Refusals	0	0	0	0
Faculty	0	0	0	0
Total Failed	3	2	1	2
Faculty	0	0	0	1
Total Terminations	3	2	1	1
Faculty	0	0	0	1
Total Violations of Confidentiality	0	0	0	0
Faculty	0	0	0	0
Cost	\$114,129	\$116,474	\$102,919	\$83,797

Mason Coache - Kim Eby, Associate Provost for Faculty Affairs and Development

Faculty Affairs and Development hopes your fall semester is going well. The COACHE Leadership Team is excited about our launch of the Faculty Satisfaction Survey coming up in spring 2022. We are looking forward to your

collaboration to ensure a successful response in support of the faculty community. We'll be looking forward to getting on your calendar with a more detailed update soon. If you have questions, please contact Kim Eby and Supriya Baily as co-chairs, or Solon Simmons as our Faculty Senate representative.

Mason FACTs – Molli Herth, Program Manager – submitted October 12, 2021

Tenure-line and term faculty casebooks have begun routing via the Review, Promotion and Tenure (RPT) Tool for the 2021/2022 academic year. Casebook templates have been updated, in collaboration with campus leadership and stakeholders, to include applicable COVID-19 impact language, term faculty changes to the Faculty Handbook, and the external evaluation module.

Candidates and reviewers have been trained to create, complete, route and review casebooks within the RPT system. User Tool Kits are available via the Mason FACTs website (<https://provost.gmu.edu/faculty-matters/mason-facts-faculty-activity-and-collaboration-tools>). User Tool Kits empower users to confidently navigate system features for the full renewal, promotion and tenure review life cycle.

JOIN MASON SPEAKERS - CONNECTING THE CAMPUS WITH THE COMMUNITY

George Mason University's speakers' bureau is comprised of almost 100 faculty and staff who volunteer their time to speak to community groups, businesses, and nonprofits interested in learning about a wide variety of topics and Mason-based research. Mason Speakers serves as a direct link between the campus and the community, providing the opportunity to share your expertise with the citizens who support our institution.

TO JOIN visit <https://masonspeakers.gmu.edu/> and click on "Become a Speaker." All arrangements for speaking engagements are handled by the Office of Community and Local Government Relations.

QUESTIONS: please call Traci Kendall at 703-993-8846, or email tkendal2@gmu.edu

LIST OF ATTENDEES

October 20, 2021

Senators present: Alan Abramson, Karen Akerlof, Matt Andre, Ann Ardis, Alok Berry, Lisa Billingham, Ginny Blair, Michelle Boardman, Melissa Broeckelman-Post, Hyun Young Cho, Richard Craig, Betsy DeMulder, Douglas Eyman, Daniel Garrison, Ed Gero, Tim Gibson, Charlotte Gill, Victoria Grady, Ken Griffin, Bijan Jabbari, Lauren Kuykendall, Kerri LaCharite, Bethany Letiecq, Lisa Lister, Tamara Maddox, Kumar Mehta, , Daniel Menascé, Laurie Miller, Rachelle Perkins, Marvin Powell, Keith Renshaw, Greg Robinson, Pierre Rodgers, Esperanza Roman-Mendoza, , Catherine Sausville, Jessica Scarlata, Zachary Schrag, Gene Shuman, Solon Simmons, Suzanne Slayden, Cristiana Stan, Benjamin Steger, Kun Sun, Rebecca Sutter, Matt Theeke, Mohan Venigalla, Anne Verhoeven, David Wong, John Zenelis, Jie Zhang.

Senators absent: Robert Baker, Kenneth Ball, James Conant, Rick Davis, David Gallay, Mark Ginsberg, Germaine Louis, Fernando Miralles-Wilhelm, Alpaslan Özerdem, Maury Peiperl, Ken Randall, Mark Rozell, Susan Trencher, Gregory Washington, Tom Wood.

Visitors present: Kristin Amaya (Administrative Assistant/Program Coordinator, Office of the Provost) Anu Aneja (Director, Women and Gender Studies), Ashley Archer (Assessment and Survey Coordinator, OIEP), Lester Arnold (VP, Human Resources/Payroll), Rhonda Baumgartner (Applications Analyst, FAST, Fiscal Services), Regina Biggs (Assistant Professor, Education Leadership Program, College of Education and Human Development), Kevin Borek (Vice President and Chief Information Officer, Information Technology Services), Laurence Bray ((Associate Provost, Graduate Education), Lisa Breglia ((Senior Associate Dean, Undergraduate Academic Affairs, CHSS), Emily Brennan Moran ((Assistant Professor, Dept. of Communication), Alecia Bryan ((Admin Faculty/ Associate Director of Development/ CHSS Development), Marie Champagne (Coord of Student Services, Adv Prof'l Teacher Dev & Int'l Ed, CEHD), Kevin Connor (Admissions Counselor, Graduate Programs, School of Business), Delton Daigle ((Associate Professor, Director of Online Learning, Schar School of Policy and Government), Carol Dennis (Employment Verification Specialist, Human Resources/Payroll), Deb Dickenson ((Vice President for Finance, Fiscal Services), Kathleen Diemer (Associate Vice President, Advancement Relations), Fatou Diouf (Assistant Professor, Info Systems and Operations Management, School of Business), Carolyn Drews-Botsch (Professor and Chair, Global and Community Health, CHHS) Gesele Durham (Vice Provost for Institutional Effectiveness and Planning, OIEP), Kim Eby (Associate Provost, Faculty Affairs and Development), Kimberly Ford (Director of Personnel Operations/Academic Administration and Operations/Office of the Provost), Samuel Frye (Term Assistant Professor, School of Integrative Studies), Saiid Ganjalizadeh (Assistant Professor, Information Systems and Operations Management, School of Business), Marcy Glover (Ops Manager/Office of the Provost), Brooke Gowl (Associate Director of Research Development, Dean's Office, College of Humanities and Social Sciences) Pallavi Rai Gullo (Director, Graduate Academic and Student Affairs, Office of the Provost), Rashed Hasan (Executive In Residence, Business for a Better World Center, School of Business, Instructional Faculty, Management), Jo Ann Henson (University Libraries), Molli Herth (Program Manager, Faculty Affairs and Development, Office of the Provost), Caitlin Horan (Assistant Dean, Graduate Academic Services / School of Business), Kimberly Hoffman (Lead, Science and Technology Team and Mercer Library, University Libraries), Virginia Hoy (Term Asst Professor, English & BIS), Seth Hudson (Associate Professor, Computer Game Design, CVPA), Joung Huh (Application Analyst, FAST, Fiscal Services), Matt Kelly (Operations and Initiatives Manager, Office of the Senior Vice President), Nick Kirkstadt (Assistant Director of Care and Outreach / SSAC) Senior Vice President Carol Kissal, Michael Laskofski (Associate Vice President of Research Services), Christina Lehnertz (Director, Immigration Compliance and Advising, International Programs and Services), Jaime Lester (Associate Dean of Faculty Affairs, Strategic Initiatives, College of Humanities and Social Sciences), Kimberly MacVaugh (Librarians' Council Vice-Chair), Karen Manley (Office of Institutional Effectiveness and Planning), Doug McKenna (University Registrar), Amanda Ogisi (Associate Director, Academic Integrity) Lisa O'Hara (Program Manager, Int'l Enrollment, Enrollment Management, Office of the Provost), Sarah Parnell (Operations and Administration Manager, Office of the Provost) Tom Polk (Acting Director, Writing

Across the Curriculum) Gina Polychronopoulos (Associate Director of Curricular Assessment, Office of Institutional Effectiveness and Planning), Andrea Reeves (Senior Personnel Operations Analyst, Office of the Provost), Megan Reichelt (Theater and Dance Librarian, University Libraries), Marguerite Rippey (Associate Dean, CHSS), Ellen Drogin Rodgers (Associate Dean, Student and Academic Affairs, College of Education and Human Development), Sheena Serslev (Associate Director, Institutional Assessment, OIEP), Pam Shepherd (Communications Director, Office of the Provost), Matthew Smith (Director of Accreditation/Office of the Provost), Jasmine Spitler (Assessment Librarian/University Libraries), Holly Stephens (Student Government Liaison), Frank Strike (VP, Facilities), Kate Sweeney (Journalism Coordinator, Instructor, Communication), Gabrielle Tyson, Girum Urgessa (Associate Professor/CEIE), Bethany Usher (Associate Provost for Undergraduate Education), Bob Weiler (Associate Dean, Academic Affairs, Global Health, CHHS) Preston Williams (Presidential Communications Manager, Office of Communications), Catherine Winkert (Associate Director, Finance and Administration, CVPA), Bob Witeck (BOV Liaison to the Faculty Senate), Paige Wolf (Associate Dean, Graduate Programs, School of Business), Steven Zhou (GAPSA President)