

**GEORGE MASON UNIVERSITY**  
**MINUTES OF THE SPECIAL FACULTY SENATE MEETING**  
**DECEMBER 1, 2021**  
**ELECTRONIC MEETING 3:00 – 4:15 pm**

**Number of attendees: 145**

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

**I. Call to Order**

- Chair Melissa Broeckelman-Post called the meeting to order at 3:05 p.m.
- She noted that first Senate meeting for spring term was scheduled for January 19, which is before the semester begins. That meeting will be canceled – first meeting will be February 9, 2022.
- She then reminded Senate that full focus of today’s meeting was conversation with President Washington, and invited him to speak and then answer questions.

**II. Conversation with President Washington**

- President Washington reviewed past 18 months, current status, and future plans (see [Appendix A](#) for slide deck).
  - He noted that enrollment has grown, conversion to online went smoothly, and Mason stands out as leader in A-10. He commended and thanked the faculty for extraordinary work.
  - He noted that we are managing COVID well (only 406 cases since opening on 8/16, trending better than even last year, in terms of cases).
  - He also noted that, even as we continued to stress management of COVID, we have to focus on the future. Mason is a very good institution – goal is to move from being a “good” institution to being a “great” institution. Some key “foundational bricks” of that move include:
    - Mason Virginia Promise (MVP program): provide a pathway toward (a) bachelor's degree or (b) owning a business for every Virginian who wants it, while meeting 100% of student needs.
    - Mason already admits nearly 90% of applicants and has one of best pathways for matriculation from community college in the nation. Mason also manages the 27 different Small Business Development Centers throughout the Commonwealth. So we can do both things.
    - Over the next 10 years, we will grow enrollments by about 10,000 and will grow faculty and staff by 400 (each). Enrollment growth was promised as part of the state-led tech talent initiative that was instituted prior to President Washington’s arrival to Mason – this provided approx. \$250M to Mason. The added faculty and staff are simply what is needed to support the additional enrollment. Of note, we did not have our “typical” growth of 1000 students this past year, but we hired a significant number of faculty and staff exceeding those numbers (40 faculty and 40 staff), so making progress on that.
    - In addition, working hard to support faculty and staff in a number of ways:
      - Compensation: Over the summer, faculty got the largest raise in 10 years at Mason (4% base, 1% merit for faculty). This spring (Jan-Mar timeframe) will be an additional 2% merit. In addition, there will be another set of adjustments for faculty members whose salaries are “out of step” with their rank and status.
      - Ombudsperson: Have hired the university’s first ombudsperson who will start in Feb.
      - Dependent Tuition Coverage: Getting pushback from the state, as legislators are asking why Mason employees of the state get this benefit, but other state employees do not. Working on this with a number of elected officials. President Washington stated his philosophy is

- that it is because our *business* is education (e.g., if DMV wanted to offer employees a DMV-related benefit, that would likely be fine). Continuing to work on the issue.
- Post COVID flexible work from home framework is in place now, allowing staff to work from home up to two days/week.
  - Working on a mental wellness and mental health initiative that will support both faculty and staff. The Task Force has completed a number of its discussions and deliberations and now we're going through the process of implementation, relative to this issue.
  - Also expanded the faculty awards program. Need to also work to nominate our faculty for major external awards, to enhance prestige of the institution.
- President Washington then noted that a number of questions submitted by Faculty Senators in advance of the meeting dealt with workload, specifically related to writing and communications classes in CHSS. His team took a comprehensive look at workload. What they saw is that workloads are high, but not exorbitantly so. Also, workloads vary dramatically across units for both term and tenure-line faculty. A problem in one unit (while important) does not mean there is a campus-wide workload problem. Teaching loads (even in CHSS) are, on average, less than 4:4. There may be challenges with writing courses, and there is a group looking at the Modern Language Association's guidelines for class size and workload. The Provost is in contact with Dean Ardis on this. Of note, the primary complaints from students, which were highlighted as supporting this broader issue, were in relation to a particular set of classes in COS, not CHSS. President Washington concluded by saying that, this context notwithstanding, the administration would like a student/faculty ratio that is lower than it is now, and hoped to work toward reductions over time.
  - President Washington then summarized work on transforming campus buildings and facilities.
    - Arlington: Now know exactly where IDIA building will go, and what the structure of that building will look like. It will be 345,000 square feet, more than 200,000 of which is for Mason (some of the additional square footage is for parking, which also helps Mason). Will break ground in January on the infrastructure, with official groundbreaking sometime in March/April.
    - Fairfax: New academic buildings, faculty and staff housing are planned. Yellow on the slides represent buildings that will be torn down. Structured to be sustainable, with walkways and natural waterways maintained on the land, and greenery necklace around campus.
    - SciTech Campus: Two new buildings (LSED Building, Academic VIII) already approved. If we get a medical school, it will also go there, with health sciences, continuing education, and several graduate researchers in science & engineering. Pres Washington noted his own lab will be there.
    - Arlington "Mason Square" campus: Mason Research Institute; student, staff, faculty housing. Mason has to move toward providing housing on campus that individuals can purchase and not just rent at a below market price. Also looking at all sorts of public/private partnership facilities including hotel and conference center on the Arlington campus.
  - He then gave an update on the Branding Campaign. Ads are up on campus and around region. Need to fight against being the "best kept secret" in the region. "The Secret is Out" campaign has included ads in the airport, which are being increased particularly in transportation hubs in our region.
  - President Washington then summarized what he sees as big challenges for faculty and staff:
    - Post-pandemic transition. Mason cannot just go back to the way it operated in 2018 and 2019 and before. We had been working on a plan to remove masks, but backtracked when omicron hit. At some point in time, though, masks will come off and we will move to a new reality. Not sure it will remain 65/35 in-person/online classes, but it will be different from before.
    - There is a lot of consternation about uneven workloads across job classifications and academic units. There have been many requests to "legislate" workload from central administration. President Washington noted he could understand the discontent, but that he believes in the

- sovereignty of each unit to determine what makes the most sense. A president dictating teaching loads seems like a bad idea to him. Indeed, it seems like the basic essence of shared governance would mean allowing units the flexibility and the ability to determine things like teaching loads, their structure, what they consider scholarship. If something is extremely “out of whack,” then central administration will examine that through the existing leadership and those structures. President Washington stated that he believes the leadership team at this institution, all the way down to the academic unit level, is highly competent and impressive.
- President Washington then invited questions from Senators.
  - A Senator questioned the notion that workload issues were limited to one unit. The Senator also noted the solution is obvious – hire more full-time instructors and have lower course caps – but when this is mentioned to Deans, they say they do not have the funds from central administration. The Senator asked if President Washington would commit to spending the money needed to lower these course caps and hire more full-time faculty to “address this crisis.”
    - President Washington responded that he did not see this as a crisis, based on his review of the data. He did not see evidence of a university-wide problem, outside of possibly writing-intensive courses taught in CHSS. Also, instructors in CHSS receive one of the highest ratings on the student evaluation of teaching item asking about assignments and exams being returned in a reasonable amount of time (4.44), with a low standard deviation (0.88). He also is not hearing complaints from students, with whom he believes he is extraordinarily engaged.
  - A Senator asked if President Washington was concerned about the outcome of recent elections in Virginia, in relation to his ARIE initiative and the work of the ARIE task force.
    - President Washington stated that there was a commitment to ARIE from his leadership team, down to each person. The administration has already invested about \$5M in implementing recommendations and is looking forward to seeing outcomes. He had a very, very good conversation with the governor elect, and the issue did not come up. He was really complimentary of what we are doing here at Mason.
  - A Senator thanked President Washington for not trying to dictate teaching loads for all units, as each unit has to compete with their peers at other institutions, not with other units at Mason. The Senator also noted that, given that most of the new enrollment is intended to be in certain programs associated with Tech Talent, it is important to ensure that the University provides adequate funding to those programs in particular. Finally, the Senator noted that the increases in salaries have been very appreciated, but balanced against inflation of 6%, they are basically only “keeping pace.”
    - President Washington noted that the total raise has been 7%, so they are ahead of even the 6% - also most peer institutions did not get raises at all. That said, they are still focusing heavily on this issue. There will be more at the end of the year that will put the total number even above 7%.
  - A Senator asked President Washington about what support he envisions for faculty research initiatives.
    - The president responded that VP of Research, Andre Marshal, is working on a plan for seed grants for faculty to help them in various areas of research. That will come either this academic year or in the context of the strategic plan. There is a corresponding research support effort along the ARIE taskforce lines, relative to helping support more graduate students of color, as well on the research side. He noted that he sees research and scholarship as interchangeable. A new creative work of dance developed by a dance faculty member is scholarship to him – in the same vein as an engineer with a new idea for a new widget to be supported by industry or government. We have to figure out ways to support all of it.
  - A Senator noted that many adjunct faculty are earning less than \$3,000 per course, so a raise of 8% or 9% is not much. Even a 50% raise would still leave them being paid less per course than some of the

lowest paid full-time faculty members at Mason. The Senator asked if President Washington could imagine a way to compensate adjunct faculty at a per-course rate equivalent to that of full-time faculty.

- President Washington acknowledged that the idea that an adjunct faculty is going to make the same as a term faculty member or a tenured/tenure-track faculty member is probably not plausible, at least not at this time. He wants to ensure everyone is competitive in their “market band.” Mason’s adjunct faculty members should be competitive with adjunct faculty members at peer institutions – the same should be true of Mason’s term faculty members and tenure-line faculty. Each type of faculty should be competitive with peers in their respective units – need to accomplish that objective first (not there yet). Once that is accomplished, the goal is how to account for cost of living. Once that is accomplished, we can start taking into account some of these other issues.
- A Senator noted that, at Mason over the past several years, administrative faculty positions have grown at about the same pace as students, but tenure-line faculty have not kept pace with student growth. The Senator asked if President Washington could speak more specifically about when more faculty hiring would occur, and how Mason would increase faculty of color, as well.
  - President Washington stated that Mason is gaining additional resources centrally, which would be distributed as permanent funds to academic units (colleges/schools). Some would be distributed with a mandate to hire faculty and/or staff. Other resources will be distributed with the charge of each unit determining how to best use them to meet additional workload needs. He noted that he could not comment about hiring that occurred before he arrived. Since he arrived, faculty hiring has increased significantly. He plans to continue supporting that, and particularly for faculty of color and women faculty. He noted that this would require the help of the faculty. Recent data he examined shows that percentages of tenure-track faculty who are faculty of color or women look worse than percentages for tenured faculty – but there is no way to “catch up” unless you “knock it out of the park” with new hiring. He will share these data with Deans and hold them accountable. President Washington is not satisfied with our performance at this point.
- A Senator asked whether faculty housing would be an extension of Masonvale, oriented toward recruiting new faculty, or also as an option for existing faculty.
  - President Washington indicated that the project is not conceived of as an extension of Masonvale. Instead, the goal is to have something more similar to the Mosaic District or Reston Town Center – not with “all the bells and whistles,” but in terms of square footage – so that it could be more appropriate for full families. The primary idea is to look at land that Mason owns now or that is near campus (e.g., Tallwood, Green Acres, West Campus). Mason is discussing options with public and private entities. The basic idea is called a land lease: a faculty/staff member owns the home, but the university owns the land. The faculty/staff member pays a lease fee for the land, and when they move, they would sell the house back to Mason, who then sells to another faculty/staff member.
- A Senator stated that the workload issue may represent an “iceberg” effect, where a small number of faculty in all units are struggling greatly with writing-intensive courses, but that struggle is hidden when looking at an overall unit. Also, high ratings from students may be more reflective of incredible devotion of faculty who persist despite an untenable workload.
  - President Washington indicated that if there is a problem, they will work to resolve it. He has been impressed with Dean Ardis’ plans to handle the issue in CHSS, and with the work of the university’s Term Faculty Committee. He noted that the data currently suggest the problem is largely centered around writing-intensive courses in CHSS.
  - The Senator noted that she has been teaching 4:4 at Mason for 20 years, and does not believe her own experience is an anomaly.
  - President Washington responded that they would need to get an understanding of her experience specifically, which he is open to.

- A Senator asked what key strategies are in place for bringing more resources to support the wide range of initiatives currently underway.
  - President Washington noted that it begins with state resources. Based on per-student funding from the state, Mason had been about \$50M underfunded, relative to average peer institutions. Based on efforts beginning with Interim President Anne Holton that his administration has continued, they have secured \$31M in additional funds – which is good, but still leave Mason \$19M short of average peer institutions. There is a request on the table for this year’s state biennial budget to add \$9M this year and another \$9M next year. They have been working with legislators and Governor – given the turnover in legislators and Governor, they will have to see how it will play out. If they are not successful, they need to look at other revenue sources, such as tuition. They will continue to advocate strongly with the state legislature for the two primary priorities: faculty/staff support and student financial aid and support.
- Chair Broeckelman-Post acknowledged that the meeting was over time and thanked President Washington for attending. President Washington thanked Chair Broeckelman-Post and the entire faculty for their work.

**III. Adjournment:** The meeting adjourned at 4:26 p.m.

Respectfully submitted,  
Keith Renshaw  
Secretary

## Appendix A



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### Continuing Our Mission

#### Major Outcomes

- Grew enrollment 2.1%
- Graduated our largest, most diverse class
- Grew research 8%
- Offered 10k course sections (online/hybrid)
- Best COVID performance for a large university
- Modest fund balance
- 3<sup>rd</sup>-best fundraising year

#### Campus Outcomes

- Fast Grant system (Mercatus)
- Best-in-class COVID testing (CoS/CHHS)
- Delivered more than 110k vaccines (CHHS)
- Thought leadership (Schar/Carter/CEC)
- Conducted >300 events (CVPA)
- Best-in-class Inclusive Excellence protocols (All)
- Master Plan Phase 1 complete
- Supported more than 10k companies with 27k hours of 1:1 counseling (\$1B)

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## Keeping Mason safe to learn, live, and work

### COVID-19 Management

- 406 total since 8/23/2021 reopening
- 106 in residence halls
- 72 faculty/staff, 2 contractor

**Campus Fully Reopened 8/16**

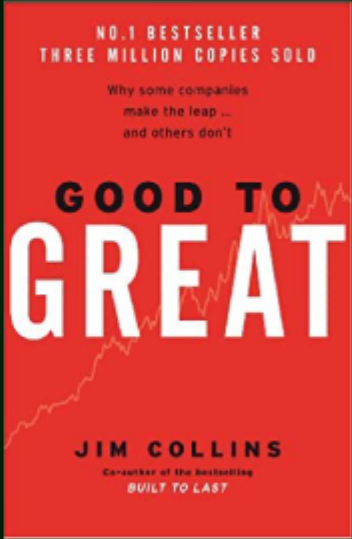


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## Major Initiatives – 2021-2022

- Safe Return to Campus
- Launch Major Initiatives (Good to Great)
  - Mason Virginia Promise
  - Branding Campaign
  - Strategic Plan
  - Collaborative Industry Partnerships
  - Faculty and Staff Success
  - Rankings Initiative
  - Campus Transformation
  - Capital Campaign



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**Access to Excellence**

**The Mason Virginia Promise:**  
A pathway toward a bachelor's degree or your own business for **EVERY** Virginian who wants it.

- Meeting **100% of student need**
- Based on expanding ADVANCE and our Early Identification Program (EIP)

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**Over the Next 10 Years We Will:**

- Grow student enrollments by about 10,000
- Grow the number of faculty by 400
- Grow the number of staff by about 400
- Add at least 5 new buildings

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## Faculty and Staff Success

- **Faculty and Staff compensation**
- **Establish Ombudsman Office**
- **Dependent tuition coverage**
- Post-COVID flexible work-from-home schedule
- Establish campus-wide mental wellness initiative
- Staff matching fund for professional development
- **Expanded faculty awards program**



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## Campus Transformation

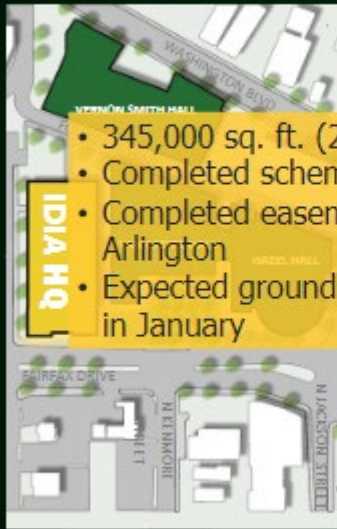
- Master planning effort is a great start towards the direction of our future campus
- We will establish a four-campus strategy (Arlington, Fairfax, Manassas, Korea)
- Investment in 3 of the campuses has been robust
- **Strategy: Future growth will be dictated by investment and partnership**



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# IDIA HQ

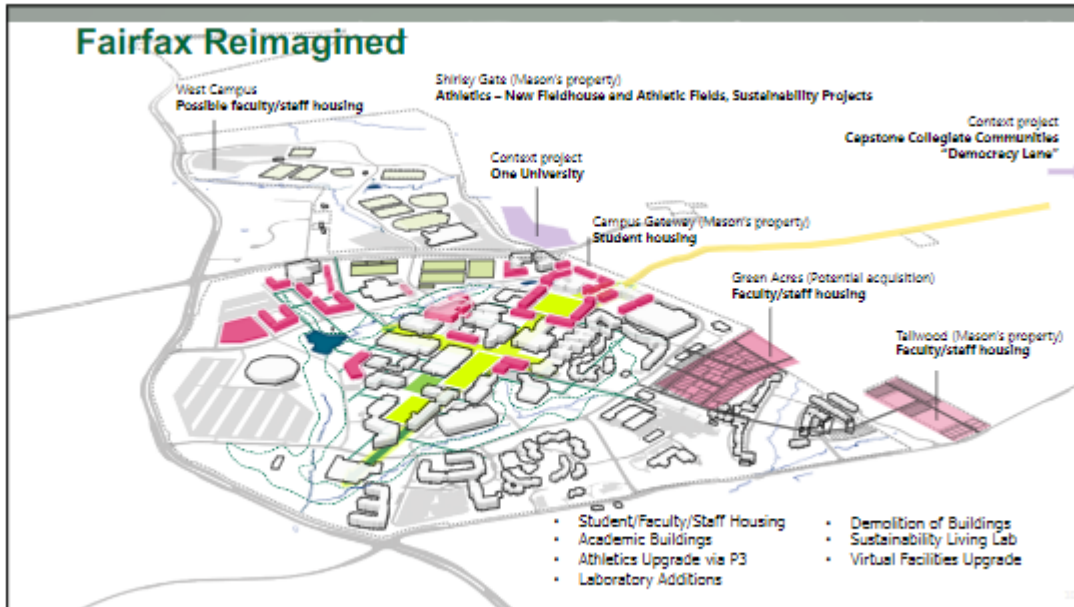


- 345,000 sq. ft. (213,000 for Mason)
- Completed schematic design
- Completed easements and agreements with Arlington
- Expected groundbreaking for infrastructure (culvert) in January

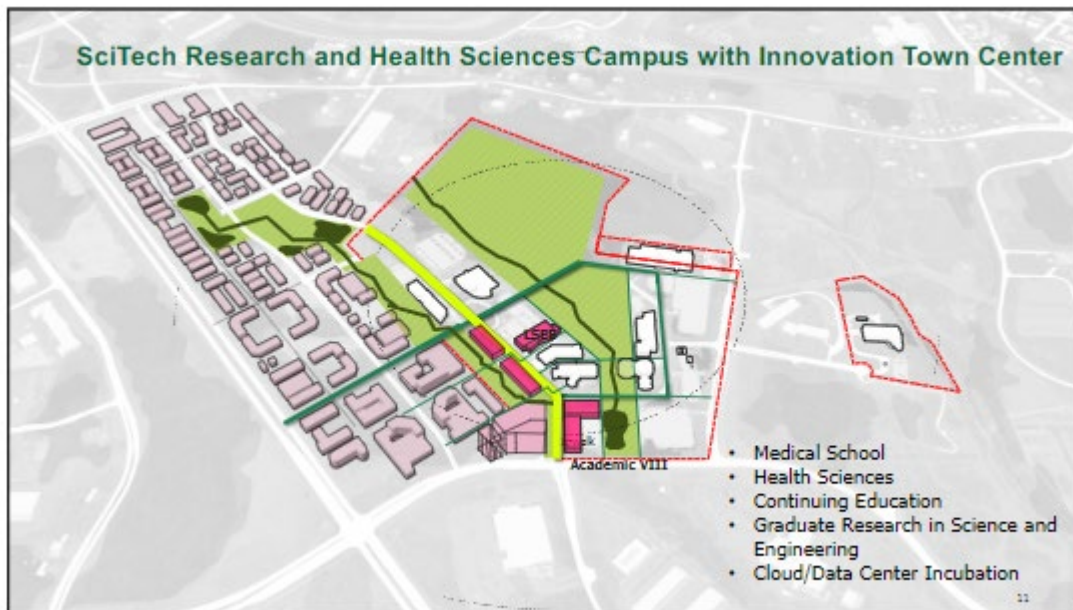


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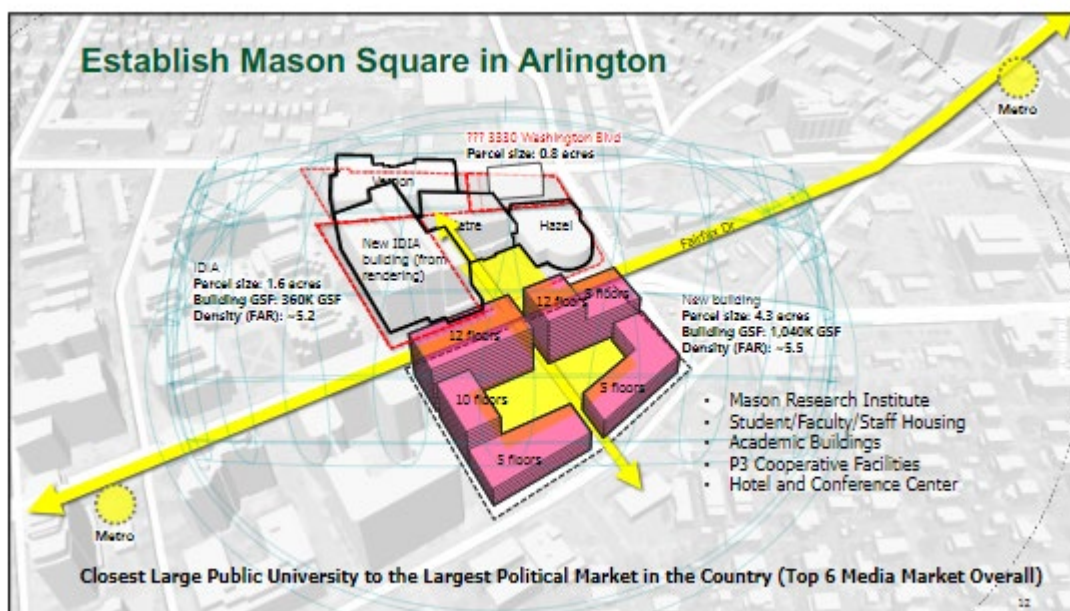
# Fairfax Reimagined



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# Branding Campaign - Telling Our Story!

## National

1. Fastest-growing public research
2. No. 1 young university
3. 1<sup>st</sup> cyber-security engineering
4. No. 1 public part-time law
5. Top 10 homeland security studies

## Virginia

1. Largest public university
2. Most inclusive university
3. No. 1 theater school
4. 1<sup>st</sup> School of Computing
5. Most computer science grads



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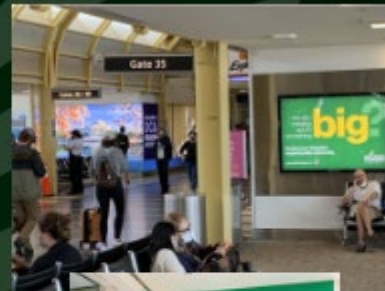
# Airports, Buses, Banners, etc.



Reagan National,  
Dulles

Terminals

Security  
Checkpoints



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## Staff and Faculty Challenges

- Compensation
- Post-pandemic transition
- Uneven workloads across job classifications and academic units
  - Term vs. Tenure Track
  - A&P vs. Classified

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## Thank You!

Merci Bien!

Vielen Dank!

感謝!

Obrigado!

Ευχαριστώ!

დიდი მადლობა!

СПАСИБО!

Tak!

Grazie!



谢谢!

Asante Sana!

¡Muchas Gracias!

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Division	Tenure Status	Instructor Load							Section Count	Min Sections Taught	Max Sections Taught	Average Sections Taught	Median Sections Taught
		One Section	Two Sections	Three Sections	Four Sections	Five Sections	Six Sections	Seven Sections					
Carter School	T/TT	6	9	0	0	0	0	0	24	1	2	1.6	2
Carter School	Term	1	1	0	1	0	0	0	7	1	4	2.3	2
College Humanities & Social Sciences	T/TT	70	127	20	3	1	0	0	401	1	5	1.8	2
College Humanities & Social Sciences	Term	12	24	31	55	0	0	0	373	1	4	3.1	3
College of Educ & Human Development	T/TT	22	32	11	0	0	0	0	119	1	3	1.8	2
College of Educ & Human Development	Term	6	9	8	20	4	0	0	148	1	5	3.1	4
College of Engineering & Computing	T/TT	81	32	11	0	0	0	0	178	1	3	1.4	1
College of Engineering & Computing	Term	7	16	33	17	1	2	0	223	1	6	2.9	3
College of Health & Human Services	T/TT	22	14	0	2	0	0	0	58	1	4	1.5	1
College of Health & Human Services	Term	7	10	11	12	1	0	0	113	1	5	2.8	3
College of Science	T/TT	55	61	9	2	1	0	0	217	1	5	1.7	2
College of Science	Term	11	30	22	14	0	2	0	205	1	6	2.6	2
College of Visual & Perf Arts	T/TT	8	25	19	5	1	0	1	147	1	7	2.5	2
College of Visual & Perf Arts	Term	1	3	9	9	4	1	1	103	1	7	3.7	4
Honors College	Term	0	1	2	0	0	0	0	8	2	3	2.7	3
INTD Mason	Term	2	2	2	4	1	0	0	33	1	5	3.0	3
SMSC	Term	1	2	1	0	0	0	0	8	1	3	2.0	2
Schar School of Policy & Government	T/TT	15	40	0	0	0	0	0	95	1	2	1.7	2
Schar School of Policy & Government	Term	0	4	3	1	0	0	0	21	2	4	2.6	2.5
School of Business	T/TT	5	20	15	5	1	1	0	124	1	5	2.5	3

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## LIST OF ATTENDEES

December 1, 2021

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

**Senators absent:** Robert Baker, Hyun Young Cho, David Gallay, Germaine Louis, Laurie Miller, Fernando Miralles-Wilhelm, Alpaslan Özerdem, Maury Peiperl, Ken Randall, Cristiana Stan, Matt Theeke, Susan Trencher.

**Visitors present:** Abena Aidoo (Associate Professor, SRTM, College of Education and Human Development), Humaira Akhtari (Associate Professor, Information Sciences and Technology, School of Computing), Lester Arnold (Vice President, Human Resources and Payroll), Trishana Bowden (Vice President, Advancement and Alumni Relations/President, GMUF), Lisa Breglia ((Senior Associate Dean, Undergraduate Academic Affairs, CHSS), Emily Brennan-Moran (Assistant Professor, Dept. of Communication), Carlos Chism (Term Assistant Professor, English), Arie Croitoru (Professor, Computational and Data Sciences, COS), Deb Dickenson ((Vice President for Finance, Fiscal Services), Kathleen Diemer (Associate Vice President, Advancement Relations), Kimberly Dight (Executive Director, Finance and Human Resources, CHSS), Fatou Diouf (Assistant Professor, Info Systems and Operations Management, School of Business), John Dooris, (Director of Research and Analysis, Office of Institutional Effectiveness and Planning), Kim Eby (Associate Provost, Faculty Affairs and Development), James Finkelstein (Professor Emeritus of Public Policy, Schar School of Policy and Government), Kimberly Ford (Director of Personnel Operations/Academic Administration and Operations/Office of the Provost), Elizabeth Freeman (Associate Professor, School of Integrative Studies), Cynthia Fuchs (Interim Director, Film and Video Studies, CVPA), Danielle Gilson (Director of Employee Relations, Human Resources/Payroll), Brooke Gowl (Associate Director of Research Development, Dean's Office, CHSS), Susan Graziano (Director of Development, CVPA), Renate Guilford (Associate Provost for Academic Administration), Steven Harris-Scott (Interim Associate Director of Faculty Affairs and Strategic Initiatives, INTO Mason), 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), Julie Hunt (Director of Classification and Compensation, Human Resources/Payroll), Tammie Jones (Research Manager, Health Administration and Policy, CHHS), Matt Kelly (Operations and Initiatives Manager, Office of the Senior Vice President), Jaime Lester (Associate Dean of Faculty Affairs, Strategic Initiatives, CHSS), Kimberly MacVaugh (Librarians' Council Vice-Chair), Christopher Magee (Social Sciences Librarian, University Libraries) Karen Manley (Office of Institutional Effectiveness and Planning), Andre Marshall (Vice President for Research, Innovation, and Economic Impact), Alexandra Masterson (Assistant Professor, Biology/Coordinator of Biology 124/125 Human Anatomy & Physiology I/II), Jenna McGwin (Associate Director, Operations and Initiatives, Dean's Office, CHSS), Doug McKenna (University Registrar), Helen McManus (Head, Collections Strategy, University Libraries), Linda Monson (Director, Distinguished Service

Professor, Reva and Sid Dewberry Family School of Music), Janette Muir (Vice Provost, Academic Affairs), Amanda Ogisi (Assistant Dean, Undergraduate Academic Affairs, CHSS), René Stewart O'Neal (Associate Vice President for Strategic Budgeting & Planning), Eunkyong Park (Director of Co-Curricular Assessment, Office of Institutional Effectiveness and Planning), Shernita Parker (Assistant Vice President, HR Strategy and Talent Management), Sarah Parnell (Operations and Administration Manager, Office of the Provost) Esther Peters (Associate Professor, Environmental Science and Policy), Anna Pollack (Assistant Professor, Global and Community Health, CHHS), Cesar Rebellon (Professor, Criminology, Law and Society), Shelley Reid (Stearns Center), Lauren Reuscher (Community Manager/Staff Senator), Marguerite Rippey (Associate Dean, CHSS), Clara Robertello (Grad Recruitment and Admissions Coord, CHSS Grad Admissions Office), Kevin Rockmann (Professor of Management, School of Business), Ellen Drogin Rodgers (Associate Dean, Student and Academic Affairs, CEHD), Joyce Rose (Operations Manager, College of Engineering and Computing), Rashmi Sadana (Associate Professor of Anthropology, CHSS), Deborah Sanchez (Term Assistant Professor, English Language, INTO George Mason University), Jayshree Sarma (Director, Research Computing, Research Development, Integrity, and Assurance), Catherine Saunders (Term Faculty, English), Michele Schwietz (Associate Dean for Research, CHHS), Sheena Serslev (Associate Director, Institutional Assessment, OIEP), Pam Shepherd (Communications Director, Office of the Provost), Mark E. Smith, Executive Director, State Government Relations, Government and Community Relations), Jasmine Spitler (Assessment Librarian/University Libraries), Sarah Huang Spota (Associate Director, State Government Relations, Government and Community Relations) Holly Stephens (Student Government Liaison), Frank Strike (VP – Facilities), Amy Sullivan (Preservation Librarian, University Libraries), Dwala Toombs (Director of HERC and Diversity Outreach, Human Resources/Payroll), Girum Urgessa (Associate Professor/CEIE), Bethany Usher (Associate Provost for Undergraduate Education), Ken Walsh (Chief of Staff, Office of the President), Wendy Watkins (Associate University Auditor), Eleanor Weis (Director of Development, College of Humanities and Social Sciences), Preston Williams (Presidential Communications Manager, Office of Communications), Bob Witeck (BOV Liaison to the Faculty Senate), Paige Wolf (Associate Dean, Graduate Programs, School of Business), Elizabeth Woodley (University Ethics Officer, Institutional Compliance), Courtney Wooten (Director of Composition and Assistant Professor/English), Steven Zhou (GAPSA President).