

GEORGE MASON UNIVERSITY
MINUTES OF THE FACULTY SENATE MEETING
FEBRUARY 9, 2022
Electronic Meeting^{*}, 3:00 – 4:15 p.m.

Number of Attendees: 164 (Feb. 9), 101 (Feb. 23 continuation)

List of names

I. Call to Order: Chair Melissa Broeckelman-Post called to order at 3:00 p.m.

II. Approval of the Minutes: December 1 and December 8, 2021: Hearing no objections, the minutes were approved as submitted.

III. Opening Remarks – Melissa Broeckelman-Post, Chair

- Chair Broeckelman-Post welcomed Kent Zimmerman (new chair of the Faculty Assembly in Korea), Jamie Clark and Alex Monea (returned from leaves in the fall). She also thanked Richard Craig (CHSS) and Lauren Kuykendall (CHSS) for serving as replacements for two of Senators who were on leave last semester, and continuing to serve as replacements for two others this semester.
- She then welcomed Rector Hazel. Rector Hazel thanked the Senate for the invitation to attend and speak, and made opening remarks.
 - Mason was recognized on the floor of the Virginia General Assembly with a commendation in honor of its 50th anniversary – very nice event.
 - Budget work in legislature is ongoing. There is a 4% to 5% salary increase for all VA faculty and staff (including adjunct), \$17M for affordable access added to Mason’s unrestricted general fund, more than \$32M increase in undergraduate financial aid and \$1.3M in graduate financial aid over next 2 years for Mason, and authorization for about \$33.5M in infrastructure improvements at Mason (telecom, buildings).
 - Universities in Virginia are working with legislature to try to have legislature cover entirety of 5% raise with state budget (usually they only fund half).
 - HB1226 (bill requiring all tenured professors to teach at least 12 hours/week) was rewritten substantially in subcommittee to come out as directing SCHEV to conduct a productivity analysis of public higher education institutions – in essence, this “killed” the original bill
 - Mason has done a great job dealing with COVID – Rector Hazel thanked the faculty for all they have done in this effort. Changes are coming with the new administration (already rolled back vaccine and booster mandate) – legislation regarding masking policies might come into play.
 - Mason leaders were surprised by decision to remove Brian Walther as University Counsel – they had no knowledge that move was coming. We are, however, benefitting from the fact that the Interim Counsel (Anne Gentry) has been at Mason for several years, and is an alum.
 - No new updates as yet on the issue of dependent tuition – legal challenges are still being worked on.
- Senator Venigalla raised a question about HB1226. Rector Hazel reiterated that the changes to the bill made it, in essence, a non-issue.
- Senator Abramson raised a question about whether the Board can do anything about the removal of University Counsel. Rector Hazel indicated he did not think so – Virginia law clearly allows Attorney General to make those decisions, even though it is very uncommon.

- Senator Simmons raised a question about how nominations for the BOV occur. Rector Hazel indicated that 4 of 16 members of the BOV are up for reappointment or new appointment every year. Members can serve 2 consecutive terms. Most governors start those decisions, which take effect July 1, in May. Universities provide names for consideration, but there are no guarantees. Rector Hazel anticipates that there will be 4 new appointees this year.
- Senator Gibson expressed that faculty are concerned about “educational gag orders” that attempt to ban teaching “divisive” subjects in K-12. Faculty want to stand in solidarity with K-12 teachers – they are also worried that higher education “might be next.” He asked if Rector Hazel had had any discussions with other Board members about these issues. Rector Hazel indicated he had not had conversations specific to that topic. His perception is that Governor Youngkin is acting in ways consistent with his campaign, which focused on K-12 education, not higher education.
- Senator Robinson asked whether Rector Hazel had any further insights about the context within which HB 1226 was introduced. Rector Hazel indicated he did not.
- With no further questions raised, Chair Broeckelman-Post thanked Rector Hazel for joining.

IV. Committee Reports

A. Senate Standing Committees

Executive Committee – Chair Broeckelman-Post

- There will be a Senate Coffee Chat with the Executive Committee (on Zoom) Fri, Feb 11 9:30am.
- There will be a Town Hall (on Zoom) for the Task Force for Reimagining Faculty Roles and Rewards on Fri, Feb 18 11:00am.
- The survey for feedback on Mason Core Committee proposals (which were presented in a Town Hall on Jan 28) is open until the end of the week – please share feedback.

Academic Policies – Suzanne Slayden, Chair

- The AP Committee has been reviewing grade notations, and they presented proposed revisions to the Incomplete Grade Policy ([Appendix A](#)).
 - Academic policy has required that an incomplete on an undergraduate student’s transcript be counted as an F (0.00 quality points) until a final grade is submitted. For graduate students, an academic warning is entered on the student’s record.
 - Policy seems unreasonable: the incomplete grade is given only to students who are passing the course and by agreement between the student and instructor. There is a firm deadline by which the incomplete must be satisfied or the IN/IX automatically becomes an F. While the unsatisfactory grade is in effect, students may suffer a loss of good academic standing that affects their next semester’s activities.
 - Policy is also inconsistent with other policies. In Progress (IP); Absent with Permission (AB); and Special Provision (SP) all resemble an incomplete, but have no effect on GPA/academic warning.
 - Committee moved approval of the revised Incomplete policy, as shown in [Appendix A](#).
- Senator Eyman asked if this would help graduate TAs, who can get dropped from TA assignments due to IN. Chair Slayden replied that this was actually the reason for looking at the policy quickly this semester, and yes, it would address that issue.
- The motion carried without objection.

Budget and Resources – Chair Broeckelman-Post (on behalf of Kumar Mehta, Chair)

- Faculty Salary data will be online Friday – announcement will be distributed soon.

Faculty Matters – Solon Simmons, Chair

- Noted that committee was attending to new political environment in Virginia, including Executive Orders from new Governor's office. A couple committee members will be working on joint resolution with Student Senate about academic freedom, censorship, and speaking about divisive issues in liberal and open way. The Committee is also discussing how things might change in future years with new appointees to Board of Visitors.
- Announced a "teach-in" on faculty workload and burnout – Fri Nov 11 at 11:00 am.
- Noted progress that has been made on term faculty workload issues, but also noted that committee is still focused on need for more progress. Shared a link to a [petition](#) from AAUP on term faculty workload issues.

Nominations – Richard Craig, Chair

- Had one vacancy on Task Force on Reimagining Faculty Roles and Rewards - Isaac Gang had been nominated, received votes, and was willing and able to step in.
- Have two vacancies on Organization and Operations – need nominees (Senators) from floor.
 - Jamie Clark (CHSS) and Gregory Robinson (CPVA) self-nominated. No other nominees.
 - Senators Clark and Robinson were elected.
- Have two vacancies on Nominations – need nominees (Senators) from floor.
 - Mohan Venigalla (CEC) and Keith Renshaw (CHSS) self-nominated. No other nominees.
 - Senators Venigalla and Renshaw were elected.
 - During the continuation meeting (2/23), it was noted that there had been a mistake, and only one vacancy had existed. Senator Renshaw withdrew his self-nomination.
- Have two vacancies on Research Advisory Committee – need nominees (any faculty) from floor.
 - Jie Zhang (COS) and Bijan Jabbari (CEC) self-nominated. No other nominees.
 - Senators Zhang and Jabbari were elected.

Organization and Operations – Lisa Billingham, Chair

- Chair Billingham requested to postpone report until after the end of announcements. No objections were raised.

B. Other Committees/Faculty Representatives

Task Force for Reimagining Faculty Roles and Rewards – Lisa Billingham, Chair Broeckelman-Post (Co-Chair) and Vice Provost Kim Eby (Co-Chair)

- Senator Billingham, Chair Broeckelman-Post, and Vice Provost Eby co-presented an update on the task force's activity (see [Appendix B](#) for slide deck).
- Senator Billingham reminded Senate of history and charge of Task Force – to analyze institutional needs and identify models and best practices that could help align faculty workload and reward structure to the dual goals of producing world-changing research and providing accessible and transformational education for all students.
 - Now at a point of presenting models they have identified, together with some pros/cons, to then obtain community feedback. Presenting today to FS and later this week at a Community Forum.
 - After identifying best model for Mason, will move into implementation and planning, which involves identifying policies and procedures that need to be changed or developed, and which bodies can accomplish those actions.
- Chair Broeckelman-Post noted that the Task Force has reviewed dozens of possible models, and are presenting three primary options.

- Vice Provost Eby reviewed “Option 0” – modest changes to current policy, expanding best practices that are in place in some units (e.g., CEHD process to allow tenured faculty to transition to a more teaching-intensive role; CEC process for providing course releases to instructional term faculty engaged in research) to the entire university.
 - Primary advantage is efficiency – could start implementing changes already, without more cumbersome and time-consuming policy change processes.
 - Primary drawbacks are: (1) this option does not fully address issues that are urgently felt by some faculty; (2) there could still be significantly different implementation of approaches across and within units; and (3) it does not extend contractual stability for term faculty beyond 5 years.
- Chair Broeckelman-Post reviewed “Option 1” – moderate proposal that keeps distinction between tenure-line and term faculty but broadens flexibility within/between categories.
 - Most tenure-line faculty would begin with workload similar to how it is now (40% research, 40% teaching, 20% service). At designated points in time, if there is unit need, a record of excellence, and a personal desire of the faculty member, tenure-line faculty could shift their workload to be more teaching-intensive, more research-intensive, or more administrative in nature – expectations of performance would shift accordingly.
 - Similarly, term faculty would be hired into a primary role, but later shift the percentage of their workload assignments based on unit need, a record of excellence, and personal desire of the faculty member (e.g., receive course release[s] to do research; reduce research commitment to teach class[es]).
 - Option 1 would also involve (a) creating pathways for some term faculty to be converted to tenure-line faculty without a full, national search; (b) continuing to allow tenure-track faculty to convert to term line if desired and if meeting standards; (c) developing an option for term faculty to earn “evergreen” contracts with highest level of promotion.
 - Primary advantages: (1) formalize greater flexibility in faculty roles, (2) adjust promotion and tenure guidelines to reflect the many ways that faculty contribute to the university; (3) provide stability and flexibility for faculty and academic units.
 - Primary disadvantage: we could end up with term and tenure-line faculty in the same units with nearly identical workloads, but with different status (term vs. tenured) – which raises the question of why not simply pursue a “tenure-for-all” model?
- Vice Provost Eby reviewed “Option 2” – most radical change, in that it eliminates any distinction between term and tenure-line faculty. All faculty have opportunity to earn tenure based on excellence in any work domain: teaching, research, clinical work, administrative work, or a blend thereof. Expectations and evaluations are tied directly to specified workload, with adjustments to quantity of work expected as needed.
 - Primary advantage: eliminate what is perceived by many as a two-tier faculty system.
 - Primary disadvantages: (1) commits the university to a faculty structure that may not match future enrollment patterns and institutional needs; (2) because institutional flexibility is significantly reduced, could lead to an increased reliance on adjunct faculty and/or the need to create other faculty appointments that are more temporary in nature (as has been the case at some other institutions that have tried this); (3) in conversations so far, this option is least likely to gain support from administration.
- Senator Billingham noted next steps (Community Forum on Fri Feb 18, subsequent posting of recording of forum, and upcoming survey for feedback from community).
- Chair Broeckelman-Post opened the floor briefly for questions and comments.

- Senator Menascé commented that, based on his history of 30 years at Mason and membership on many P&T committees, he has that the time and energy required to really build a very solid research case is significantly larger than that required to become a world-class teacher. He expressed concern that faculty trying to do both would be unsuccessful.
- Senator Schrag asked if the role of academic freedom was considered, and noted that another benefit to Option 2 (tenure for all) would be ability for all faculty to speak freely on issues of university concern. Chair Broeckelman-Post noted that academic freedom was discussed regularly within the Task Force.
- Senator Gibson suggested that the Task Force refrain from characterizing any options as “moderate,” “radical,” or the like. He also expressed that the current system of term and tenure-line faculty meant that term faculty are essentially operating as “shock absorbers” for tenured faculty – the “flexibility” that currently exists is unfair to full-time term faculty.
- Senator Trencher noted that we sometimes spend too much time talking about options that are not truly viable – she expressed that it would be useful to find out what the university would agree to before fully developing the options. Chair Broeckelman-Post noted that the Task Force does have administrators as members, and those conversations are occurring.

Committee on External Academic Relations – Isaac Gang & Phil Yang (Co-Chairs)

- The committee submitted a [report](#), and Co-chair Gang provided a verbal report. He echoed Rector Hazel’s comments about HB 1226, noting that the substitution bill came as a result of a lot of work from different people. He indicated that the Committee should have sent an alarm to the campus community earlier, so that others could contribute to the lobbying that was done. However, the job was done by our legislative liaison, and the bill was defeated. He also noted that the Committee is keeping an eye on bills related to Executive Order on use of “Inherently Divisive Concepts.”
- Senator Simmons asked how far SCHEV might drill into institutional data on faculty time spent teaching, as there may be potential benefit for Mason. Co-chair Gang agreed, but did not know what type of report SCHEV will issue.
- Senator Trencher thanked the Committee for alerting faculty to HB 1226, and encouraged them to continue to engage faculty on issues of potential concern.
- Provost Ginsberg followed up on Senator Simmons’ comment, noting that the bill replacing HB 1226 asks SCHEV to analyze a 10-year trend in the ratio of students to full-time equivalent faculty for academic programs. His guess is that Mason’s student/faculty ratio is not as favorable as it is in some other Commonwealth universities. He noted that the bill also asks SCHEV to publish benchmark ratios, which could be helpful to Mason.
- Senator Venigalla expressed appreciation for the notice alerting faculty about HB 1226, indicating that such notices allow the entire campus community to be engaged in advocacy.
- Senator Letiecq recognized the work of Carmen Rodriguez from VCU, who is the current head of the Virginia Faculty Senate, and Brian Turner who has worked with the Virginia conference of the AAUP. They have led many advocacy days (VHEAD – Virginia Higher Education Advocacy Day) in the past, but Mason has not had good showing. Senator Letiecq noted that she would start serving as the President of the VA AAUP Conference this summer, and would be working closely with FSVA on statewide issues. She looks forward to creating more connections between statewide faculty efforts and the Mason community.

Chair Broeckelman-Post noted that it was 4:16 pm. A motion was made to adjourn to the continuation meeting scheduled for February 23. The motion was seconded and then approved.

On February 23 at 3:02 p.m. Chair Broeckelman-Post called the continuation meeting to order.

- Chair Broeckelman-Post introduced Michelle Trejo, new liaison from Student Senate
 - Student Senator Trejo noted she would continue to be point person for teacher burnout issues, and that Student Senate was also looking forward to working closely with Mason Core Committee, issues related to the calendar, and other issues of joint importance.

Gift Acceptance Committee – Alan Abramson, Member

- Senator Abramson provided a verbal report, focusing on changes to (and some lingering concerns about) the Gift Acceptance Policy (see [policy](#) with tracked-changes showing revisions, followed by a clean version of the updated policy).
 - The Policy includes a provision that it should be reviewed every few years, and it was reviewed last year. Revisions were pretty modest and mostly clarify existing practice, confirming changes that we have been doing in practice over the last couple of years. One change was the addition of Vice President and Chief Branding Officer (currently Paul Alvin) as tenth member of the committee. Senator Abramson noted this makes sense, given branding officer's particular focus on the university's reputation. Other members include three faculty (FS Chair and the two faculty representatives to the BOV Development Committee) and six administrators (Provost, Sr. Vice President, Vice President of Development, a dean, and additional Development staff).
 - One concern that was not addressed in revisions: names of anonymous donors are not regularly shared with faculty members of the gift acceptance committee. Senator Abramson noted that he understands the importance of anonymity, but objects to the idea that faculty on the committee cannot be trusted to preserve the anonymity of donors who request it. He also noted that he respects the rights of individuals to give anonymously, but questions whether corporations should be given the same right.
 - A second concern that was not addressed: the Development Office has sole responsibility for deciding whether a gift meets criteria for committee review. Senator Abramson noted that the development office is generally doing a great job, but there should be a process for oversight. Options include (1) to have the development office automatically send gifts of a certain size to the committee for review; (2) to find ways to involve committee members, including faculty, in the decision on whether to elevate gifts to full committee for review; and (3) review elevation decisions after the fact. Option #3 is what happens now – all committee members receive quarterly lists of gifts to the university, but all donor names (not just anonymous donors) are removed – committee members only know if the donor is a foundation, individual, or corporation. This process makes it difficult to determine whether a gift should have come to committee for review.
 - Senator Letiecq asked if Mason was in compliance with legal changes related to gift acceptance at VA public institutions of higher education last year or the year before, which require each public institution of higher education to retain documentation of

terms and conditions associated with any gifts, such that the documentation is accessible to the public and subject to the provision of the FOIA. She also asked if the law should be referenced in the gift acceptance policy.

- AVP Diemer noted that all work of the gift acceptance committee is accessible by FOIA, because they are university records.
- Senator Letiecq clarified to ask if specific writing of terms and conditions of every gift accepted by the university are accessible.
- AVP Diemer replied that information discussed in Gift Acceptance Committee is subject to FOIA, but GMU Foundation documents are not subject to FOIA.
- Senator Wong asked which committee members do have access to the identity of anonymous donors – is it all committee members but the 3 faculty members?
 - AVP Diemer noted that anonymous donor identity is known to Foundation staff. Identity of anonymous donors giving \$100,000 or more are also known to the President and Provost.
- Chair Broeckelman-Post relayed a question from another Senator (from direct chat) about what the next steps are procedurally, in terms of modifying and/or commenting on the proposed revisions formally, and whether this will come to FS for vote?
 - AVP Diemer noted that revisions will be submitted to Provost and Senior Vice President, and they will also go to university FOIA officer and policy manager (who has seen an earlier draft) for review. Revisions are being shared with the Faculty Senate, because of the partnership on this work over the last several years.
- Senator Gibson clarified that the Office of Advancement and Alumni Relations is the sole office in charge of deciding what goes to the committee, and what goes to committee is what determines whether information is publicly accessible (i.e., subject to FOIA).
 - AVP Diemer noted that Senator Gibson was correct, and reiterated that if a gift meets the criteria of the current Gift Acceptance Policy, it goes to the committee.
- Senator Menascé voice a concern that, if there is a threshold above which a donation has to be made public, someone might then give many smaller donations. Senator Abramson noted that the threshold of \$100,000 refers to whether the President and Provost are informed of the donor identity – not whether the public is made aware.
- Senator Renshaw noted that concerns about who is giving works “both ways” in terms of ideology. For instance, some donors have had concerns about having it known that they have given to something like the Center for Climate Change Communication. If we don’t want ideology to enter on one side, we can’t have ideology enter on another side. He expressed an opinion that the important issue is conditions associated with a gift.
- Senator Simmons noted that the way donor anonymity is currently being treated implies that the president and provost are trustworthy in having this information, but faculty are not. He asked if there had been discussion about how to hold faculty accountable?
 - Senator Abramson noted that they were simply told that the more people who know, the less secure the anonymity is. His hope was that these concerns would be shared by and discussed within the Senate, and then presented to administration.
 - Senator Trencher echoed this concern, asking why faculty have to prove that they are reliable, and when they might adequately have done so. She expressed displeasure with the situation and asserted that the FS should object.

Graduate Council – Christiana Stan (Faculty Senate Representative)

- The Faculty Senate representative to the Graduate Council submitted a [report](#). No questions were raised.

Grievance Committee – John Farina (Chair)

- The Chair of the Grievance Committee submitted a [report](#). No questions were raised.

Mason Club – Rutledge Dennis, Joe Scimecca, Steve Pearlstein (Founders)

- The Founders of the Mason Club submitted a [letter](#). Professor Pearlstein also provided a verbal summary of the letter. COVID disrupted operations of the Mason Club. The Pilot house was being converted to student use, and the Club is now in temporary space (Blackstone room of Southside). Founders are negotiating for more permanent space – they believe it would be helpful to have a resolution from Faculty Senate supporting this.
 - Senator Venigalla asked about current use of Southside location. Professor Pearlstein responded that it is highly variable, particularly since COVID. He expressed that they probably need a space that is large enough and conducive to building it back, to reach a “critical mass,” so that it breaks even cost-wise. He also noted that they need to make a case that there is an educational value to having a place where faculty and staff can informally meet, have lunch, and interact with each other.
 - Student Senator Trejo asked how the lack of such a space has affected the community of faculty. Professor Pearlstein expressed that it is hard to get to know others at Mason, due to size – Mason Club helped.
 - No further questions or comments were voiced.

Mason Core Committee – Laura Poms (Co-Chair)

- The Committee submitted a [report](#). Co-Chair Poms also provided a verbal update. Their survey closed last Friday, with 891 respondents (mostly instructional faculty, some students, administrative faculty, staff, and alumni/community). There was good representation (slight over-representation of CHSS and of instructors teaching global understanding courses). Majority of respondents were supportive of broad goal of updating Mason Core. What that enhancement is remains to be seen, because a lot more analysis of comments is needed to generate a model to present to Faculty Senate. Will be done over the next couple of weeks.

Master Plan Steering Committee – Zachary Schrag (Faculty Senate Representative)

- The Committee submitted a final [report](#). Senator Schrag also provided a verbal update. The process is now finished, with the final report and Appendix for Phase Two released in December. This report to Faculty Senate highlights issues that most affect faculty, particularly faculty workspaces. It might impact the work of the Task Force on Reimagining Faculty Roles and Rewards.

Research Advisory Committee – Lance Liotta (Chair)

- The Committee submitted a [report](#). Chair Liotta also provided a verbal report. He reminded Senators about the upcoming new program for submitting grants (RAMP). It will be important for researchers to pay attention to this, as new systems and processes might initially impede quick work on grant submissions. He thinks it will be successful, but also anticipates “growing pains.” After it has been implemented and some experience has been gained, Committee will report back to Senate on successes and challenges.

Task Force for Reimagining Faculty Roles and Rewards – Melissa Broeckelman-Post (Co-Chair)

- Chair Broeckelman-Post noted that the Community Forum has held last Friday. She noted that a recording and link to the Qualtrics survey for faculty feedback were on the Senate website. The survey is open until Mar 11.

Term Faculty Committee – Kim Eby (Co-Chair)

- The Committee submitted a [report](#). No questions were raised.

V. New Business

- SVP Carol Kissal asked to move presentation to next FS meeting, when entire team can be present.

VI. Announcements

- [Mason Climate Action Plan Development](#) announcement was included in the agenda.
- Faculty were reminded about and encouraged to complete the [Mason COACHE](#) survey.
- RSVPs for reception for new University Ombudsperson (Mar 3 9:00-10:00am) due Feb 28.
- Chair Broeckelman-Post returned to the O&O report, which had been moved to the end of the agenda during the Feb 9 portion of the meeting, and gave the floor to Lisa Billingham, Chair of O&O.
- Chair Billingham noted that O&O was presenting a revised charge for the Faculty Handbook Revision Committee. She indicated that the committee had received feedback on the proposed revisions that had been included in the agenda for the Feb 9 meeting, and the committee had done further work since Feb 9 to incorporate those. The originally proposed revisions, with track-changes showing the additional changes to the proposed revisions made between the Feb 9 and Feb 23 meetings, were displayed ([Appendix C](#)). The additional changes made between meetings were summarized as follows:
 - Require one faculty member to be a **term** faculty member at rank of Associate Professor or higher.
 - Representatives from Provost’s Office and HR designated as non-voting
 - Process description was adjusted, while still describing the process as it's been done for the past ten years of the committee.
- Chair Billingham then asked Suzanne Slayden, Chair of Faculty Handbook Revisions Committee, to provide further context. Senator Slayden made the following comments:
 - Some have characterized the Faculty Handbook as belonging to faculty, with faculty having final authority over it, but this is not the case. The Preface of the Faculty Handbook describes the Handbook as a negotiated agreement between two parties – faculty and the administration. The Faculty Senate cannot unilaterally make changes – administration (usually represented by Provost) must agree – and this process is typically conducted via agreement, not voting. Ultimately, the BOV has final approval – they can make (and have made) changes without consulting faculty or administration.
 - The original description of the committee charges the three faculty members to confer with the administration during consideration of any change. From a practical standpoint, the best way to do this is to work together, rather than do separate work then come together at the end. The Preface of the Handbook specified this: “Proposals to revise the Handbook will be considered by the Faculty Handbook Revision Committee (a University Standing Committee composed of three faculty members elected by the Faculty Senate) which meets jointly with representatives from Human Resources and Payroll and the

- Provost's office. The proposed revisions that are approved by that body will be presented to the Faculty Senate for approval." The proposed changes simply codify this process (which has been in place since 2009) in the committee composition and charge.
- Because of the way it works (faculty and administration agreeing on revisions in advance), when revisions are presented and discussion occurs, Senators know that the administration has already agreed to the proposed revisions – no time has to be spent wondering if revisions will be acceptable to administration. Senators have ample time to discussion, question, and comment on the proposals, as long as they read the advance presentation of proposed revisions.
 - In the final vote, it is not feasible to amend the proposed revisions, because then further negotiation with the administration would be needed. This is inefficient – rather, discussion occurs ahead of time, and in the final vote, the revisions can either be voted up or down. In the past 10 years, there have been very few suggestions from Senate, because the committee is extremely thorough.
 - This is an evolving handbook – it is always open for further revision. If someone dislikes a set of changes one year, they can raise it for discussion in the next year.
- Senator Schrag asked about the process last year, expressing an opinion that there was not ample time to discuss the proposal. He also stated that, despite assertions that the Senate has been happy with the process in the past, there have been times when he has not been.
 - Senator Slayden stated that last year is a good example of why the process needs to be clearer. Last year, the primary controversy was around removing the statement that no more than 25% of all faculty could be term faculty, which no one on the committee had perceived as controversial, because we have been above that number almost since 2007 when that clause was written. She noted that the real problem is that this issue only came up at the *second* Faculty Senate meeting, after the initial proposal had been presented and was ready for vote. Most faculty senators were not prepared to discuss it at the first reading – that's why the discussion and decision became very difficult. She made additional points about that actual decision:
 - We say the Handbook is binding on the university and faculty, but who can actually enforce it? By putting in something that the administration has not agreed to and is not going to abide by sets up an adversarial confrontation that is not necessary.
 - Part of the discussion was that we could bring that number down by making all term faculty tenured – this is not the sort of thing that can be decided off the cuff.
 - If we want to continue to discuss whether it is a good idea to have a cap on the number of term faculty, we need to have some language ready, to discuss the language, look at the ramifications of it, think it through. There is no time to think these things through on the spur of the moment at a Faculty Senate meeting.
 - Senator Trencher expressed that this proposal required more discussion than there was time for, and asked if discussion could be extended to the next Faculty Senate meeting. She stated that, before 2009 when the Faculty Handbook was last revised on the whole, it was a legal binding document at this university – the administration then insisted that the notion that it was a binding legal document had to be given up. She noted that strong faculty advocates agreed in good faith, but since then we've had a lot of bad faith. She expressed the opinion that things were not working as well now, and gave an example of how faculty had to work to change ex-officio members of Faculty Senate to non-voting.
 - Senator Gibson stated that the Faculty Handbook Revision committee under its current charge (with a faculty-only composition) provides for a committee that embodies the

foundational principle of shared governance, according to the AAUP: that the primary responsibility over how faculty are governed (e.g., employment, promotion) should rest with the faculty, not administrators. In the current charge, only faculty are on the committee and therefore empowered to send a particular Handbook revision to the O&O committee and then onto Faculty Senate now. He then observed that the current motion seemed altered from what was originally shared on the agenda, and asked for a review of changes made from original agenda.

- Chair Billingham noted that the changes were made only in the past week, so were not included on the agenda. She summarized the following changes to the proposed revisions: (1) adding a term faculty member to the committee, (2) changing ex-officio administrators on the committee to non-voting status, (3) clarifying the process more.
- Senator Simmons expressed his opinion that the proposed revisions seem to be instantiating best practices, rather than unilaterally disempowering the faculty. The Senate still has the opportunity to debate and discuss robustly and indicate that they do not like some revisions and request changes. The committee then takes recommendations from all groups and produces a final proposal that is voted up or down.
- Senator Slayden noted that the Faculty Handbook preserves faculty purview over personnel issues in Chapter Two. Even when processes and procedures are primarily a faculty matter, though, the administration is a party to the Faculty Handbook.
- Senator Letiecq expressed that she appreciates the back and forth, and wants to be sure the chance to discuss these complex issues is not limited, particularly because there have been changes to what was presented on the agenda. She made a motion to adjourn the meeting. The motion was seconded and then approved, meaning the discussion on proposed revisions to the Faculty Handbook Committee charge will be the first thing picked up at the next meeting under Unfinished Business. The meeting was adjourned at 4:22 p.m.

Respectfully submitted,
Keith Renshaw
Secretary

Appendix A Revised Incomplete Grade Policy

The suggested revisions to the catalog are shown with underline (insertions) and ~~strikethrough~~ (deletions).

AP.3.3 Additional Grade Notations

Incomplete (IN)

This grade may be given to students who are passing a course but who may be unable to complete scheduled coursework for a cause beyond reasonable control. Unless the faculty member has specified an earlier deadline, the student must then complete all the requirements by the end of the ninth week of the next semester, not including summer term, and the instructor must turn in the final grade by the end of the 10th week. Faculty members who choose to require an earlier incomplete deadline will be required to file an *Incomplete Grade Contract* with the local academic unit's office, detailing the work that remains to be done, the general reason for the incomplete, and the student's grade at the point of receiving the incomplete. Additional time may be granted upon approval of an Incomplete Extension form. ~~Unless an explicit written extension is filed with the Office of the University Registrar by the faculty deadline, the grade of IN is changed by the University Registrar's office to an F. The maximum IN extension is to the end of the same semester in which it was originally due.~~ Students who have filed their intent to graduate have only six weeks from the date of degree conferral to resolve any incomplete grades and have the final grades recorded by the University Registrar's office.

~~While a grade of IN remains on the transcript, it is treated as an unsatisfactory grade in determining probation, suspension, termination, or dismissal. Removal of INs from the transcript may result in retroactive elimination of probation, suspension, termination, or dismissal.~~

IN has no effect on the GPA and remains on the record until the work is completed and a final grade is submitted by the instructor. If the work has not been completed and no final grade has been submitted by the established deadline, the grade of IN is changed by the University Registrar's office to an F.

Incomplete, extended (IX)

IX is given by the Office of the University Registrar after receiving an Incomplete Extension form signed by the instructor and the appropriate dean. The extension gives students additional time to complete work; the amount of time is specified by the instructor. The final grade must be submitted to the University Registrar's office before the beginning of the final exams period for the semester in which the IN grade was originally due. A grade of IX affects the academic record in the same way as does a grade of IN.

AP 3.7 GPA

...Current GPA and cumulative GPA do not apply to graduate students. A notation of academic warning is entered on the transcript of a graduate student who receives a grade of C₇ or a grade of F in a graduate course ~~or while a grade of IN or IX is in effect~~. A degree GPA is computed for graduate

students based on graded courses completed at the university and applied toward the degree. For more information, see AP.6 Graduate Policies.

AP.6.6 Graduate Academic Standing

AP.6.6.1 Academic Warning

A notation of academic warning is entered on the transcript of a graduate student who receives a grade of C or F in a graduate course ~~or while a grade of IN is in effect~~.

Task Force on Reimagining Faculty Roles and Rewards

Faculty Senate
Presentation
February 9, 2022

Analysis of needs, potential models, & best practices

Identify potential models

- Articulate opportunities for each
- Articulate challenges potential models for each

What was
our charge?

Analysis of needs, potential models, & best practices

Identify potential models

- Articulate opportunities and challenges for each
- Gather feedback from our faculty community

Implementation planning

- Policies, procedures, and decision-making entities
- Processes for faculty role/workload/position changes and contractual stability
- RPT changes to account more fully for faculty contributions

What was our charge?

Options for consideration

Option 0: Modest policy revisions expand existing best practices

Option 1: Keep tenure & term distinction, increased flexibility within and between roles

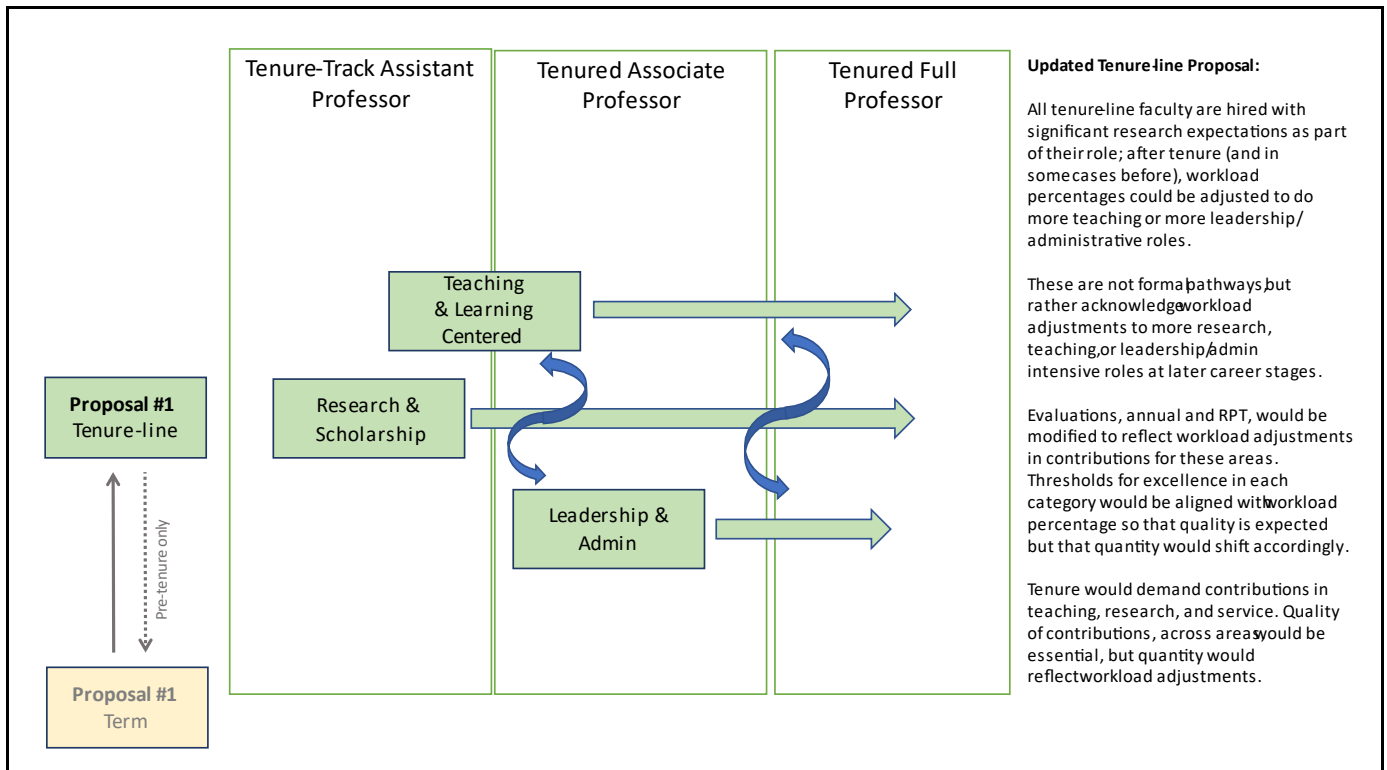
Option 2: Eliminate distinction between tenure-line and term faculty

Option 0

Modest policy revisions, expand existing best practices

Option 1

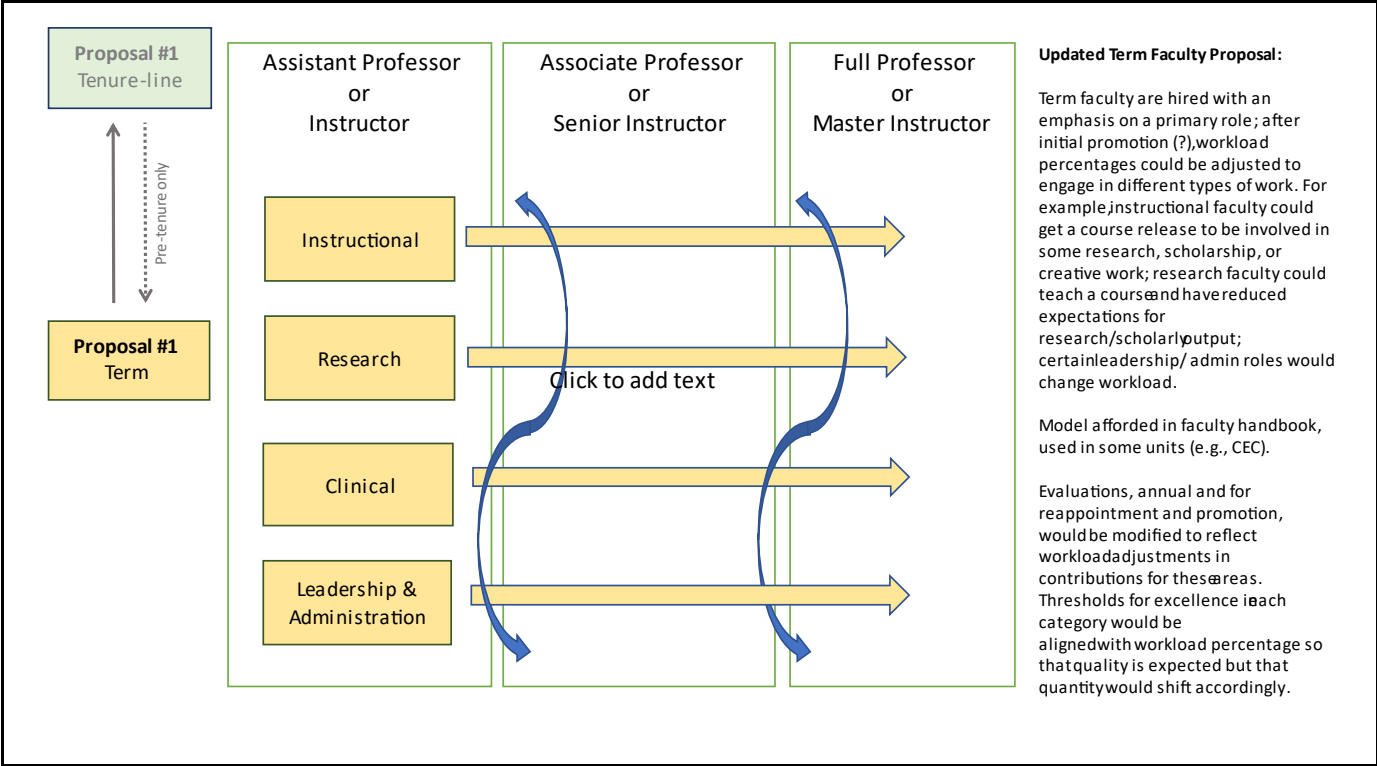
Keep tenure & term distinction, increased flexibility within and between roles



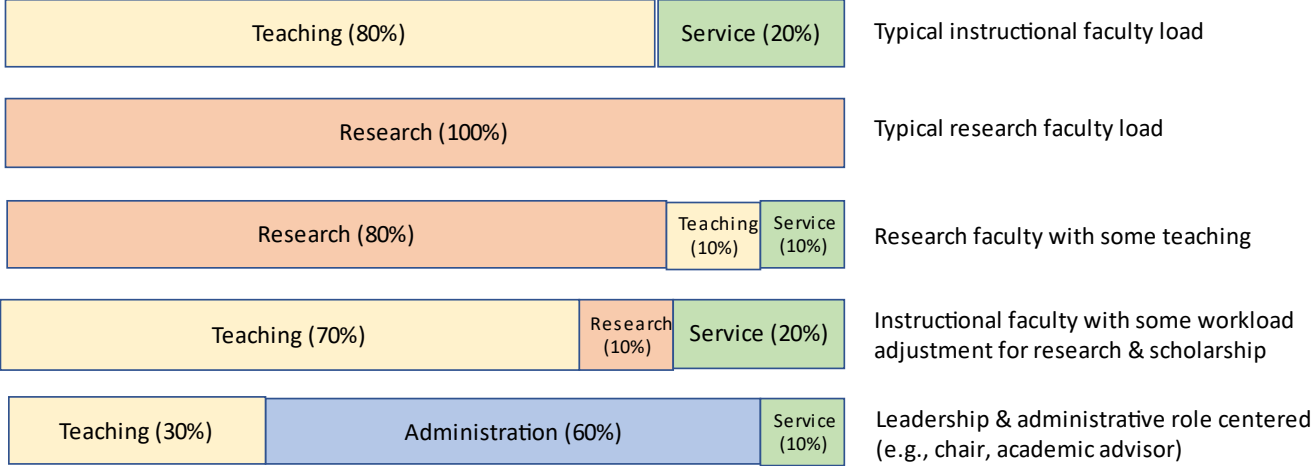
Example Tenure-Track & Tenured Workloads

Research (40%)	Teaching (40%)	Service (20%)	Typical tenure-line faculty work
Research (20%)	Teaching (60%)	Service (20%)	Teaching & learning-centered
Research (60%)	Teaching (20%)	Service (20%)	High research & scholarship centered
Research (40%)	Teaching (20%)	Administration (20%)	Leadership & administrative role centered v.1 (e.g., department chair, grad director)
Research (10%)	Teaching (10%)	Administration (80%)	Leadership & administrative role centered v.2 (e.g., tenured A/P faculty)

Evaluation: $TW*TX + RW*RX + SW*SX + AW*AX =$ total evaluation score
W=workload %, X = evaluation
Expect high quality in each area, quantity determined by proportion of workload



Example Term Faculty Workloads



Evaluation: $TW*TX + RW*RX + SW*SX + AW*AX =$ total evaluation score
 W=workload %, X = evaluation
 Expect high quality in each area, quantity determined by proportion of workload

Additional issues to be addressed in implementation planning

Revise RPT guidelines to reflect and account for the many ways faculty contribute to the university.

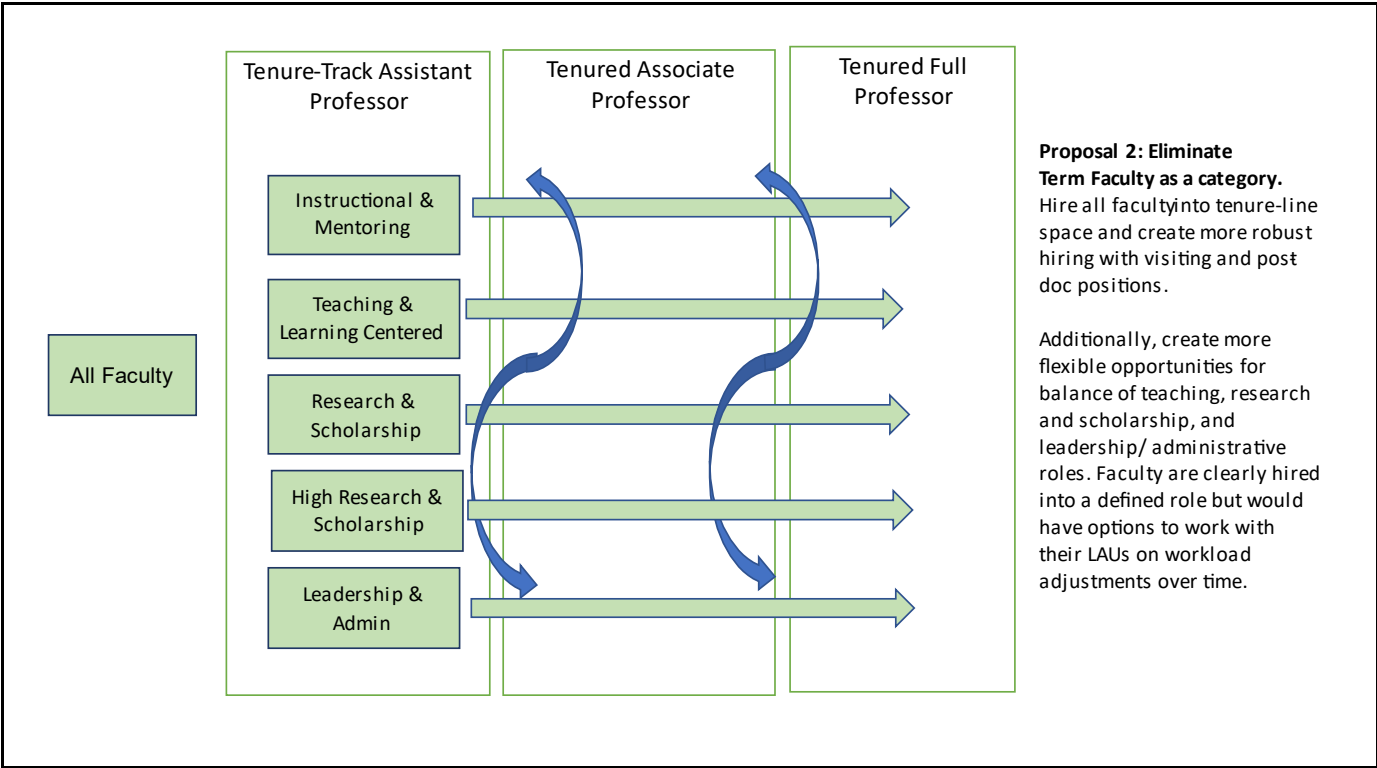
Develop a process for term faculty to be directly hired into tenure-track roles when there is institutional need & a record of excellence.

Develop a process for tenure-line faculty who wish to convert to term roles to do so when appropriate.

Develop a process for term faculty to earn evergreen contracts after reaching a certain level or number of years of service.

Option 2

Eliminate distinction between tenure -line and term faculty



Example Faculty Workloads

Teaching (80%)		Service (20%)	Instructional and Mentoring	
Research (20%)	Teaching (60%)		Service (20%)	Teaching & Learning Centered
Research (40%)	Teaching (40%)	Service (20%)	Research & Scholarship	
Research (60%)		Teaching (20%)	Service (20%)	High Research & Scholarship Centered
Research (40%)	Teaching (20%)	Administration (20%)	Service (20%)	Leadership & administrative role centered v.1 (e.g., department chair, grad director)
Research (10%)	Teaching (10%)	Administration (80%)		Leadership & administrative role centered v.2 (e.g., A/P faculty)

Evaluation: $TW*TX + RW*RX + SW*SX + AW*AX =$ total evaluation score
 W=workload %, X = evaluation
 Expect high quality in each area, quantity determined by proportion of workload



Community Forum

Friday, February 18

11am-12pm

https://gmu.zoom.us/j/92913906875?pwd=Mnh0eHRC_QVkwADI4ZVBQVUNTUDNpQT09



Appendix C Revised Charge for the Faculty Handbook Revision Committee

Feb. 17, 2022

Original charge to the committee

Faculty Handbook Revision Committee (Approved by the Faculty Senate April 28, 2010)

The Organization and Operations Committee moves that the Faculty Senate establish a Faculty Handbook Revision Committee consisting of three tenured members of the instructional faculty, at least one of whom must be a Senator, to consider changes to the Faculty Handbook and make recommendations to the Faculty Senate.

Proposed changes may be brought to the Committee by any member of the faculty, administration, or Visitor. The Committee is charged to confer with appropriate members of the administration during consideration of any change.

In order to maintain continuity, members of this Committee shall have staggered terms of one, two, and three years.

From the Preface to the Faculty Handbook (2021)

...Proposals to revise the Handbook will be considered by the Faculty Handbook Revision Committee (a University Standing Committee composed of three faculty members elected by the Faculty Senate) which meets jointly with representatives from Human Resources and Payroll and the Provost's office. The proposed revisions that are approved by that body will be presented to the Faculty Senate for approval.

All revisions require the formal approval of the Board of Visitors....

Proposed revision of the charge of the Faculty Handbook Revision Committee

Committee Membership:

- Three members of the instructional faculty elected by the Faculty Senate to 3-year terms. Two faculty must be tenured and one faculty must be a term faculty at the rank of Associate Professor or higher. At least one member must be a Senator. ~~and at least two members must be tenured.~~

In order to maintain continuity, the faculty members of the Committee shall have staggered terms. The Chair of the committee is appointed by and from among the elected faculty members;

- ~~An A non-voting administrative representative~~ administrator appointed by the Provost from the Provost's office;

- ~~An A non-voting administrative representative administrator~~ from Human Resources appointed by the Vice President of Human Resources.

Charge:

The Committee will review the Faculty Handbook each year for potential changes. Proposed changes may also be brought to the Committee by any member of the faculty, administration, or Board of Visitors. The Committee is charged to confer with other members of the faculty and the administration during the review, as appropriate.

~~Procedure:~~

The Committee will present its proposed revisions to the President, Provost, and Faculty Senate for discussion at least 3 weeks before a final set of recommended revisions is presented to the Faculty Senate for a vote. During a discussion meeting, the President, Provost, or Faculty Senate may recommend changes to be considered by the Committee.

The Committee will review ~~the all~~ recommended changes.

At the meeting during which the Committee presents its final set of proposed changes revision report, the Faculty Senate may accept or reject the proposed revisions, but may not amend them. Revisions that are approved by the Faculty Senate, Provost, and President are then presented to the Board of Visitors. All revisions require the formal approval of the Board of Visitors.

Any meeting where proposed revisions are presented may be a Special Meeting of the Faculty Senate.

~~Before any Faculty Senate meeting where revisions are presented by the Committee, whether for discussion or vote, the revisions will have been approved by the Provost and the President.~~

~~All revisions require the formal approval of the Board of Visitors~~

Committee Reports

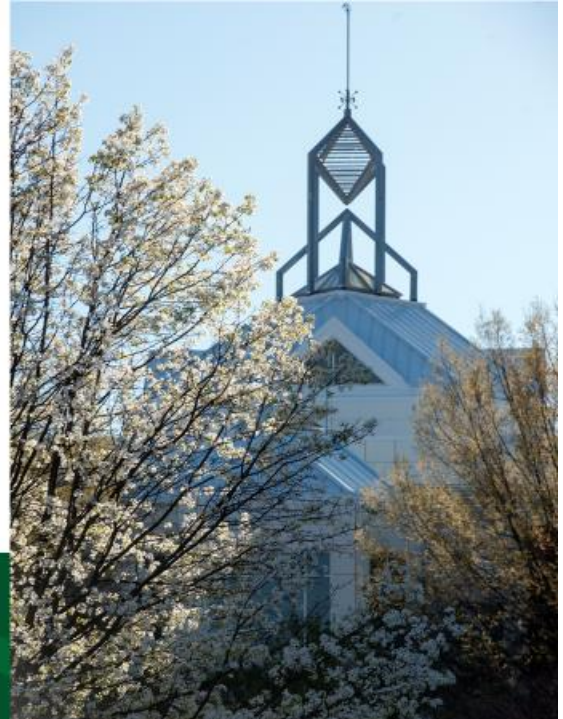
Committee on External Academic Relations (CEAR)—submitted by Isaac Gang and Chaowei (Phil) Yang



Committee on External Academic Relations (CEAR) Report

GMU Faculty Senate Meeting
2/9/2022

Isaac K. Gang & Chaowei "Phil" Yang
CO-Chairs



Agenda

- GMU Faculty Advocacy Opportunities
 - 2022 Session of the General Assembly
 - Executive Orders/Legislative Initiatives
 - Support GMU's Office of Government & Community Relations
 - BillTracker50
- CEAR Proposed Priorities
 - Support Bills of Interest
 - Oppose Bills of Concern
- CEAR Recommended Actions to Take



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Faculty Advocacy Opportunities

- 2022 Session of the General Assembly
 - The 2022 session of the General Assembly began on January 12.
 - Main task is to approve the Commonwealth's biennial budget for fiscal years 2023 and 2024 (July 1, 2022-June 30, 2024).
 - Former Governor Northam submitted his administration's budget proposals in December, but Governor Youngkin has submitted his own budget amendments.
 - The Republicans have a majority in the House of Delegates, while the Democrats retain the majority in the Senate. The General Assembly will adjourn on March 12.

3 | George Mason University

Faculty Advocacy Opportunities

- Executive Orders/Legislative Initiatives
 - Governor Youngkin's Executive Order #1 orders the end of use of "inherently divisive concepts," including Critical Race Theory, in public K-12 education.
 - The definition provided is clearly in reference the teaching that addresses the issue of race in Virginia and the United States
 - The order has a legislative companion in **HB 781**: "A BILL to amend the Code of Virginia by adding a section numbered 22.1-208.03, relating to public elementary and secondary schools; student citizenship skills; certain instructional policies prohibited; parental rights; disclosures; penalties; other remedies."
 - Do not include higher education but could indirectly make things difficult in the college classroom in the near future

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Faculty Advocacy Opportunities

- Support GMU's Office of Government & Community Relations
 - Consider becoming an Issue Advisor
 - Use BillTrack50 to support bills of GMU's priorities (BillTrack50.com)
 - You can leave comment under any bill of interest
 - Provide the office with insights
 - <http://relations.gmu.edu/government-affairs/state-relations/bill-tracking/>
- Mason 2022 Legislative priorities (Mark Smith):
 - Financial Aid: Provide Affordable Access for All Students
 - Faculty and Staff Compensation and Benefits
 - Disparity Funding
 - Capital Outlay
 - Student Innovation Factory Building
 - Improve Telecommunications Infrastructure (Phase 3)
 - Interdisciplinary Science and Engineering Building



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• CEAR Proposed Priorities

Bills of interest (support)

- BIENNIAL BUDGET (HB 30 and SB 30)
We support 5% salary increases in each year of the biennium, and support the budget amendments to fund 100% of the cost of salary increases from the General Fund
- Governor Northam's budget proposals include a 5% salary increase for state employees, including faculty, in both FY2023 and FY2024. However, one-half of the increases for faculty are to come from non-general fund sources, meaning from the institutions
- Senator McClellan (D) and Delegate Morefield (R) have filed budget amendments to add \$94 million in FY2023 and \$194 million in FY 2024 to fund 100% of the cost of the salary and benefits increases proposed in the budget in order to limit the need to increase tuition.

Bills of concern (oppose)

- HB 1226 Delegate Davis (R). This bill reads, "Each tenured professor employed at a public institution of higher education shall personally teach students enrolled at the institution for at least 12 hours per week during any fall, winter, or spring semester, quarter, or other academic term and in a live, in-person format." Note: Delegate Davis is now the chair of the House Education Committee, which has jurisdiction over this bill.



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CEAR Recommended Actions to Take

- Support the GMU Office of Government and Community Relations
- Constituents of Senator McClellan (D-Richmond) and Delegate Morefield (R-Tazewell) are encouraged to email notes of thanks for their budget amendments that would preserve faculty salary increases without requiring increased tuition.
- Contact your Delegate, especially if they serve on the House Education Committee, and explain how dangerous HB 1226 is to our institutional mission and our institutionally determined workloads.
- The members of the House Education Committee are Davis (Chair), Wampler, Greenhalgh, McQuinn, Sewell, Avoli (Vice Chair), Freitas, Tata, Subramanyam, Maldonado, LaRock, Coyner, Bourne, Guzman, McGuire, Cherry, VanValkenburg, Filler-Corn, Batten, Durant, Rasoul, Simonds.

7 | George Mason University

References and Individuals to thank

- Mark Smith, GMU Office of Government and Community Relations (GMU)
- Carmen Rodriguez, Chair of Faculty Senate of Virginia (VCU).
- Brian Turner, AAUP/FSVA (Randolph-Macon College)
- <http://relations.gmu.edu/government-affairs/state-relations/bill-tracking/>
- BillTrack50.com

8 | George Mason University

Gift Acceptance Committee — submitted by Alan Abramson (Faculty Representative) Revised Gift Acceptance Policy

Summary of Recommendations Related to Revision of Gift Acceptance Policy #1123

As a result of multiple Gift Acceptance Committee discussions and the recommendations made by the Gift Acceptance Subcommittee in spring 2021, the members of the Gift Acceptance Committee determined that the current Gift Acceptance Policy, approved June 2019, should be reviewed and revised. To complete this work, a task force was appointed by Dr. Washington. The task force consisted of the Provost, Vice President and Chief Branding Officer, Faculty Senate Chair, one faculty representative and two representatives from the Office of Advancement.

The task force held multiple meetings and discussed and reviewed data related to a number of items contained within the current Gift Acceptance Policy. Such data included:

- Number of times, if at all, gifts related to one or more of the gift criteria contained in the current policy have been brought before the committee
- Number and corresponding values of currently available naming opportunities
- Information pertaining to number and monetary levels of gifts from foreign entities

The group discussed the historical context of the various gift criteria found in Section II.C.5 of the current policy, as well as the advisory nature of the Gift Acceptance Committee. Additionally, they discussed the need to keep the Gift Acceptance Policy focused on the primary concerns of academic freedom, financial risk, reputational risk and conflict of interest.

The following changes to the current policy were recommended:

- Name of the committee be changed to Gift Acceptance Advisory Committee (Section II.C.3), as reflected throughout document
- Addition of the Vice President and Chief Branding Officer to the committee (Section II.C.3)
- Clarification of language related to the committee's purpose to indicate that the committee makes recommendations to the University President (Section II.C.4)
- Revision of criteria for review by the committee (Section II.C.5)
- Clarification of language related to responsible area for determination of whether or not a gift should be reviewed (Section II.C.6)
- Addition of Vice President and Chief Branding Officer to the members of University leadership to be inform of the identity of anonymous donors of \$100,000 or more (Section II.D.3)
- Clarification of how, when necessary, anonymous gifts of \$100,000 or more shall be reviewed by the committee and other parties identified by the University President (Section II.D.3)

George Mason University

 universitypolicy.gmu.edu/policies/gift-acceptance-policy/

Gift Acceptance Policy

University Policy Number 1123

Categorized: [General Policies](#)

Responsible Office: [University Advancement and Alumni Relations](#)

Policy Procedure:

- [Appendix A: George Mason University Required Endowment and Deferred \(Planned\) Gift Minimums](#)
- [Appendix B: George Mason University Philanthropic Naming Opportunities](#)

Related Law & Policy:

- [University Policy 1129: Art Collection Management](#)
 - [University Policy 4006: Sponsored Programs Administration](#)
 - [University Policy 4008: Private Sector Funding](#)
 - [Virginia Freedom of Information Act, Va. Code § 2.2-3700 et seq.](#)
-

I. Scope

This Policy covers the transmission, acceptance, disposition, and management of Gifts (as later defined) made for the benefit of George Mason University (the "University"). This policy applies to all University offices. This policy does not apply to grants, which are governed in part by Policy 4008, Private Sector Funding for George Mason University, and Policy 4006, Sponsored Programs Administration.

II. Policy Statement

A. Tax Status

1. George Mason University is a public institution of higher education of the Commonwealth of Virginia. The University is an organization described in Internal Revenue Code section 170. The George Mason University Foundation, Inc. (the Foundation), is a Virginia nonstock corporation organized and operated exclusively to receive, manage, invest, and administer private gifts and property and to make expenditures to or for the benefit of the University. The Foundation is an organization described in Internal Revenue Code section 501(c)(3) and is classified as a publicly supported organization under Internal Revenue Code sections 509(a)(1) and 170(b)(1)(A)(iv).

B. Receipt of Gifts by Departments

1. Collection of Gifts from donors directly by a University department is strongly discouraged. In the event that a donor makes a Gift directly to a University department, the department administrator must contact the Office of University Advancement and Alumni Relations immediately for instructions.

C. Gift Acceptance

1. The University is obligated to use Gifts in a manner consistent with the stated intentions of the donor. Because the University must comply with donor restrictions, only Gifts that are consistent with federal and state laws, are consistent with the University's values and policies, and are supportive of the University's mission, may be accepted.

2. The University shall not accept any Gift that:

- a. interferes with or influences the University's academic freedom or its capacity to fully control the management, operations, and direction of its affairs, including admission procedures, faculty selection and promotion, academic programs, and their integrity;
- b. contains restrictions that unlawfully discriminate on the basis of race, creed, color, citizenship, national origin, religion, sexual orientation, gender identity, gender expression, age, marital or partnership status, military status, or disability;
- c. presumes or requires a particular result or conclusion of scholarly work;
- d. impedes the free inquiry and scholarly activity of a faculty member, fellowship holder, or student;
- e. is offered for purposes inconsistent with the University's missions of education, research, and service;

f. affords the donor influence over the continued employment of specific personnel; or

f.

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g. impairs the University's ability to define and pursue its mission, requires illegal or unethical acts, hinders governance or administration, or compromises the University's accreditation.

3. The Gift Acceptance Advisory Committee shall be composed of the following persons:

a. The two faculty representatives to the Board of Visitors Development Committee, who are elected by the General Faculty in accordance with the Board of Visitors bylaws;

b. Faculty Senate Chair

c. One Academic Dean Representative Appointed by the Provost

d. Vice President for Advancement and Alumni Relations

e. ~~Deputy Vice President One~~ – Advancement and Alumni Relations Representative Appointed by the Vice President for Advancement and Alumni Relations

f. Associate Vice President, Advancement Relations

g. Senior Vice President for Administration and Finance

h. Provost and Executive Vice President

~~h.i.~~ Vice President and Chief Brand Officer

4. Although the Foundation controls the acceptance of gifts to it, the University understands that the Foundation normally chooses to accept gifts that the University has determined to be in furtherance of the mission of the University. Accordingly, the Gift Acceptance Advisory Committee shall review and ~~approve Gifts as provided in Section C.5 before the completion of a gift to the Foundation.~~ make recommendations to the University President (Vice President for Advancement and Alumni Relations, or his or her designee, related to Gifts as provided in Section II.C.5. The Vice President for Advancement and Alumni Relations shall decide whether the University may accept the gift.

5. ~~The following types of Gifts may only be accepted by the University after review and approval by the University's Gift Acceptance Committee: Gifts which may present concerns related to academic freedom, financial risk, reputational risk or conflict of interest will be reviewed by the Gift Acceptance Advisory Committee. As such, any of the following types of Gifts will be reviewed by the University's Gift Acceptance Advisory Committee:~~

a. ~~Gifts of \$250,000 or more, which are subject to any conditions or restrictions (excluding established programs and faculty research grants); Any gifts of any kind – gifts of real estate, gifts in kind, and gifts that would be paid with assets other than cash or readily marketable securities (except for planned gifts) valued at \$250,000 or more, which are subject to any conditions or restrictions (excluding established programs and faculty research grants);~~

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- b. ~~Gifts of real estate; Gifts that could draw significant negative public attention, or could have significant reputational implications for the University as determined by the Vice President of Advancement and Alumni Relations in conjunction with the leadership of the Office of Branding;~~
- c. ~~Gifts that would be paid over a period greater than five years; Gifts from foreign entities not already known to or affiliated with the University;~~
- d. Gifts that cause, or appear to cause, would be paid with assets other than cash or readily marketable securities (except for planned gifts); may have real or apparent conflicts of interest for the donor or University officers or employees;
- e. Gifts that ~~will draw significant public attention, or have significant reputational implications for the University~~ potentially create significant immediate or future financial or administrative burdens, including gifts endowing faculty positions at a lower amount than the thresholds established for each school, college or unit;
- f. Gifts ~~from international entities not already known to or affiliated with the University~~ associated with naming opportunities recognizing buildings, schools, colleges, institutes, centers, or a portion of University grounds or feature thereof;
- g. Gifts that would permit use of the University logo or other trademark by the donor or a third party; Other gifts as determined by the Office of Advancement and Alumni Relations.

Commented [BEW1]: Recommend a lower threshold.

Commented [KMD2R1]: At Brian's recommendation, I discussed this with ORIA. Per concerns, a monetary threshold should not be instituted for review.

~~h. Gifts that may have real or apparent conflicts of interest for the donor or University officers or employees;~~

~~i. Gifts that are specifically related to the appointment or retention of a specific individual;~~

~~j. Gifts that potentially create significant immediate or future financial or administrative burdens;~~

~~k. Gifts associated with naming opportunities recognizing current or former heads of state or public officials, government entities, corporations, or individuals;~~

~~l. Gifts endowing faculty positions at a lower amount than the threshold established for each school; or~~

~~m. Gifts requiring donor oversight or advisory committees. If such a committee is created, the University should appoint the majority of the members, and any donor designees should be limited to a nonvoting role on any matter related to academic governance.~~

6. The determination of whether a Gift ~~must~~will be reviewed by the Gift Acceptance Advisory Committee shall be ~~based on a gift acceptance procedure~~the responsibility of the Office of Advancement and Alumni Relations, using the criteria defined in Section III.C.5.

7. Gifts to the University that may expose the University to liability or that obligate the University shall also be reviewed by the Office of University Counsel.

D. Public access to Gift information

1. When the Foundation accepts a gift subject to conditions that govern the use of those funds by the University, the University shall provide the Foundation with a writing specifying the University's acceptance of those conditions prior to transfer of any funds from the Foundation to the University. Such writing will become a part of the minutes of the Gift Acceptance Advisory Committee and, therefore, will become a public record of the University under the Virginia Freedom of Information Act.

2. In general, the University will afford donors the privacy protections permitted by the Virginia Freedom of Information Act.

3. Gifts may be made anonymously, but for Gifts of \$100,000 or more, the President, Provost, Vice President and Chief Brand Officer, and Vice President for University Advancement and Alumni Relations must ~~be~~be aware of the donor's identity and agree that the University will accept the Gift on condition of anonymity. Anonymous gifts that meet the review criteria as outlined in Section II.C.5 shall be reviewed by the Gift Acceptance Advisory Committee without disclosure of the donor's identity to the committee. The University President may, at his or her discretion, seek the advice of others for consultation, with appropriate protections to the privacy of donor information.

E. Administration of Gifts

1. The University's administration of Gifts must comply with all relevant federal and state regulations.

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2. The financial management of Gifts should follow the guidelines set forth in the University's Financial Policies.
3. The Office of University Advancement and Alumni Relations is responsible for ensuring that the University is in compliance with applicable laws pertaining to the receipt and management of Gifts and that it honors its fiduciary responsibility to donors. It is the duty of each department or school to use Gifts in accordance with the donor's intentions as agreed by the University.
4. In the case of funds subject to a gift agreement with the Foundation, if it becomes impossible or inadvisable for the funds associated with a Gift to continue to be used for the specific purpose for which given, the University shall contact the donor, or notify the Foundation so that the Foundation may contact the donor, to discuss an alternate application of the funds. If the donor cannot be contacted, the University, subject to the terms of any applicable gift instrument(s) and applicable law, will determine appropriate uses of the funds, or work with the Foundation to do so, in consultation with the University's President, Senior Vice President for Administration and Finance, and Provost and Executive Vice President.
5. Exceptions to this policy must be approved by the President.

III. Definitions

Bequest – A gift of real or personal property made at death by a will or a trust.

Gift – A voluntary transfer of property made without consideration, which may or may not be restricted as to its use. The term "Gift" as used in this Policy includes both transfers of funds or property made by a donor directly to the University; as well as restricted and unrestricted funds transferred by the Foundation to the University.

Grant – An agreement representing the transfer of money, property, or services by a sponsor in exchange for specified services or activities (e.g. research and development). Grants are enforceable by law, and performance is typically accomplished with set time parameters with payment subject to being revoked for cause.

Cash – Money, currency, checks, money orders or cash equivalents.

Securities – Stocks, bonds, options, warrants, notes, or similar instruments, either publicly traded on an exchange (public) or not publicly traded (private).

Gift-in-kind – A gift that is a tangible item, for example, a work of art, equipment, or a literary collection.

Internal Revenue Code (IRC) – 26 U.S.C.S. §1 et seq.

IV. Responsibilities

A. Department Administration –

Collect and process Gifts in accordance with University procedures, and as defined in Section II.B.1.

B. Office of University Advancement and Alumni Relations –

Responsible for overseeing University compliance with laws pertaining to the management of charitable gifts and confirming that the University honors its fiduciary responsibility to donors. Performs quality assurance reviews to ensure that Gifts are assigned to correct accounts.

~~C.~~ Vice President, University Advancement and Alumni Relations –

Has general oversight of Gifts accepted by the University.

~~C.~~

V. Forms

N/A

VI. Dates

A. Effective Date:

This policy will become effective upon the date of approval by the Senior Vice President for Administration and Finance and the Provost and Executive Vice President.

B. Date of Most Recent Review:

N/A

VII. Timetable for Review

This policy, and any related procedures, shall be reviewed every three years or more frequently as needed.

VIII. Signature

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Approved:

____/S_____

Senior Vice President for Administration and Finance

____/S_____

Provost and Executive Vice President

Originally Approved May 8, 2008;

Revised and Approved December 1, 2010;

Revised and Approved March 2, 2017;

Revised and Approved June 6, 2019

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George Mason University

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Gift Acceptance Policy

University Policy Number 1123

Categorized: [General Policies](#)

Responsible Office: [University Advancement and Alumni Relations](#)

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- [Virginia Freedom of Information Act, Va. Code § 2.2-3700 et seq.](#)

I. Scope

This Policy covers the transmission, acceptance, disposition, and management of Gifts (as later defined) made for the benefit of George Mason University (the “University”). This policy applies to all University offices. This policy does not apply to grants, which are governed in part by Policy 4008, Private Sector Funding for George Mason University, and Policy 4006, Sponsored Programs Administration.

II. Policy Statement

A. Tax Status

1. George Mason University is a public institution of higher education of the Commonwealth of Virginia. The University is an organization described in Internal Revenue Code section 170. The George Mason University Foundation, Inc. (the Foundation), is a Virginia nonstock corporation organized and operated exclusively to receive, manage, invest, and administer private gifts and property and to make expenditures to or for the benefit of the University. The Foundation is an organization described in Internal Revenue Code section 501(c)(3) and is classified as a publicly supported organization under Internal Revenue Code sections 509(a)(1) and 170(b)(1)(A)(iv).

B. Receipt of Gifts by Departments

1. Collection of Gifts from donors directly by a University department is strongly discouraged. In the event that a donor makes a Gift directly to a University department, the department administrator must contact the Office of University Advancement and Alumni Relations immediately for instructions.

C. Gift Acceptance

1. The University is obligated to use Gifts in a manner consistent with the stated intentions of the donor. Because the University must comply with donor restrictions, only Gifts that are consistent with federal and state laws, are consistent with the University's values and policies, and are supportive of the University's mission, may be accepted.
2. The University shall not accept any Gift that:
 - a. interferes with or influences the University's academic freedom or its capacity to fully control the management, operations, and direction of its affairs, including admission procedures, faculty selection and promotion, academic programs, and their integrity;
 - b. contains restrictions that unlawfully discriminate on the basis of race, creed, color, citizenship, national origin, religion, sexual orientation, gender identity, gender expression, age, marital or partnership status, military status, or disability;
 - c. presumes or requires a particular result or conclusion of scholarly work;
 - d. impedes the free inquiry and scholarly activity of a faculty member, fellowship holder, or student;
 - e. is offered for purposes inconsistent with the University's missions of education, research, and service;
 - f. affords the donor influence over the continued employment of specific personnel; or
 - g. impairs the University's ability to define and pursue its mission, requires illegal or unethical acts, hinders governance or administration, or compromises the University's accreditation.
3. The Gift Acceptance Advisory Committee shall be composed of the following persons:
 - a. The two faculty representatives to the Board of Visitors Development Committee, who are elected by the General Faculty in accordance with the Board of Visitors bylaws;
 - b. Faculty Senate Chair
 - c. One Academic Dean Representative Appointed by the Provost
 - d. Vice President for Advancement and Alumni Relations

- e. One Advancement and Alumni Relations Representative Appointed by the Vice President for Advancement and Alumni Relations
- f. Associate Vice President, Advancement Relations
- g. Senior Vice President for Administration and Finance
- h. Provost and Executive Vice President
- i. Vice President and Chief Brand Officer

4. Although the Foundation controls the acceptance of gifts to it, the University understands that the Foundation normally chooses to accept gifts that the University has determined to be in furtherance of the mission of the University. Accordingly, the Gift Acceptance Advisory Committee shall review and make recommendations to the University President, or his or her designee, related to Gifts as provided in Section II.C.5. The President shall decide whether the University may accept the gift.

5. Gifts which may present concerns related to academic freedom, financial risk, reputational risk or conflict of interest will be reviewed by the Gift Acceptance Advisory Committee. As such, any of the following types of Gifts will be reviewed by the University's Gift Acceptance Advisory Committee:

- a. Any gifts of any kind (except for planned gifts) valued at \$250,000 or more, which are subject to any conditions or restrictions (excluding established programs and faculty research grants);
- b. Gifts that could have significant reputational implications for the University as determined by the Vice President of Advancement and Alumni Relations in conjunction with the leadership of the Office of Branding;
- c. Gifts from foreign entities;
- d. Gifts that cause, or appear to cause, conflicts of interest for the donor or University officers or employees;
- e. Gifts that potentially create significant immediate or future financial or administrative burdens, including gifts endowing faculty positions at a lower amount than the thresholds established for each school, college or unit;
- f. Gifts associated with naming opportunities recognizing buildings, schools, colleges, institutes, centers, or a portion of University grounds or feature thereof;
- g. Other gifts as determined by the Office of Advancement and Alumni Relations.

6. The determination of whether a Gift will be reviewed by the Gift Acceptance Advisory Committee shall be the responsibility of the Office of Advancement and Alumni Relations, using the criteria defined in Section II.C.5.

7. Gifts to the University that may expose the University to liability or that obligate the University shall also be reviewed by the Office of University Counsel.

D. Public access to Gift information

1. When the Foundation accepts a gift subject to conditions that govern the use of those funds by the University, the University shall provide the Foundation with a writing specifying the University's acceptance of those conditions prior to transfer of any funds from the Foundation to the University. Such writing will become a part of the minutes of the Gift Acceptance Advisory Committee and, therefore, will become a public record of the University under the Virginia Freedom of Information Act.
2. In general, the University will afford donors the privacy protections permitted by the Virginia Freedom of Information Act.
3. Gifts may be made anonymously, but for Gifts of \$100,000 or more, the President, Provost, Vice President and Chief Brand Officer, and Vice President for University Advancement and Alumni Relations must be aware of the donor's identity and agree that the University will accept the Gift on condition of anonymity. Anonymous gifts that meet the review criteria as outlined in Section II.C.5 shall be reviewed by the Gift Acceptance Advisory Committee without disclosure of the donor's identity to the committee. The University President may, at his or her discretion, seek the advice of others for consultation, with appropriate protections to the privacy of donor information.

E. Administration of Gifts

1. The University's administration of Gifts must comply with all relevant federal and state regulations.
2. The financial management of Gifts should follow the guidelines set forth in the University's Financial Policies.
3. The Office of University Advancement and Alumni Relations is responsible for ensuring that the University is in compliance with applicable laws pertaining to the receipt and management of Gifts and that it honors its fiduciary responsibility to donors. It is the duty of each department or school to use Gifts in accordance with the donor's intentions as agreed by the University.
4. In the case of funds subject to a gift agreement with the Foundation, if it becomes impossible or inadvisable for the funds associated with a Gift to continue to be used for the specific purpose for which given, the University shall contact the donor, or notify the Foundation so that the Foundation may contact the donor, to discuss an alternate application of the funds. If the donor cannot be contacted, the University, subject to the terms of any applicable gift instrument(s) and applicable law, will determine appropriate uses of the funds, or work with the Foundation to do so, in consultation with the University's President, Senior Vice President for Administration and Finance, and

Provost and Executive Vice President.

5. Exceptions to this policy must be approved by the President.

III. Definitions

Bequest – A gift of real or personal property made at death by a will or a trust.

Gift – A voluntary transfer of property made without consideration, which may or may not be restricted as to its use. The term “Gift” as used in this Policy includes both transfers of funds or property made by a donor directly to the University; as well as restricted and unrestricted funds transferred by the Foundation to the University.

Grant – An agreement representing the transfer of money, property, or services by a sponsor in exchange for specified services or activities (e.g. research and development). Grants are enforceable by law, and performance is typically accomplished with set time parameters with payment subject to being revoked for cause.

Cash – Money, currency, checks, money orders or cash equivalents.

Securities – Stocks, bonds, options, warrants, notes, or similar instruments, either publicly traded on an exchange (public) or not publicly traded (private).

Gift-in-kind – A gift that is a tangible item, for example, a work of art, equipment, or a literary collection.

Internal Revenue Code (IRC) – 26 U.S.C.S. §1 et seq.

IV. Responsibilities

A. Department Administration –

Collect and process Gifts in accordance with University procedures, and as defined in Section II.B.1.

B. Office of University Advancement and Alumni Relations –

Responsible for overseeing University compliance with laws pertaining to the management of charitable gifts and confirming that the University honors its fiduciary responsibility to donors. Performs quality assurance reviews to ensure that Gifts are assigned to correct accounts.

C. Vice President, University Advancement and Alumni Relations –

Has general oversight of Gifts accepted by the University.

V. Forms

N/A

VI. Dates

A. Effective Date:

This policy will become effective upon the date of approval by the Senior Vice President for Administration and Finance and the Provost and Executive Vice President.

B. Date of Most Recent Review:

N/A

VII. Timetable for Review

This policy, and any related procedures, shall be reviewed every three years or more frequently as needed.

VIII. Signature

Approved:

___/S_____

Senior Vice President for Administration and Finance

___/S_____

Provost and Executive Vice President

Originally Approved May 8, 2008;

Revised and Approved December 1, 2010;

Revised and Approved March 2, 2017;

Revised and Approved June 6, 2019

Graduate Council– submitted by Cristiana Stan Faculty Senate Representative, January 31, 2022

Graduate Council Report
November 17 & December 15, 2021
January 19, 2022

November 17, 2021

1. Revisions to [AP 6.11](#) have been approved. The revisions align the policy with the [Graduate Council Bylaws](#).
2. Minor revisions to [AP 6.4.1 Non-degree student status](#). The revised policy was extended to also include certificates. The non-degree credits taken at Mason can be applied towards maximum two certificates and/or degrees.
3. [Dissertation Completion Grants](#): Grants for Spring 2022 will include financial support of 11K and 3 credits of 999. Concern was expressed regarding the small number of students who received degree completion grants and ultimately graduated in Spring 2021 and Summer 2022.
4. Update from phase 1 SACSCOC offsite review: one standard review indicated that GMU may not have enough full-time faculty to monitor the integrity of programs. No other standard reviews concerned graduate programs or graduate education.
5. Wai Ling Fong joined the GC as non-voting member representing GAPSA.

December 15, 2021

1. Presidential Scholarship will increase the number of scholars across the institution using a cost share model. Beginning fall 2022, every doctoral program will be eligible for a third scholar. The Provost Office will cover summer stipend of \$8,000, academic year tuition, and annual subsidized graduate health insurance. The program/department/college/school will cover 9-month academic year stipend of \$23,000. There will be no change to the funding model for the first two scholarships available to the programs. The scholarship application platform will open February 1, 2022.
2. Mr. Jason McKnight joined the Office of Graduate Education as the Associate Director of Graduate Academic Success.
3. The Registrar Office is working to digitize the graduate student forms. The Registrar Office is transitioning to a new platform, Stellic, for course planning and curriculum-based analytics. Stellic will eventually replace Degree Works. Stellic will be launched in January 2022 and a small number of units will be using it starting in summer 2022.

January 19, 2022

1. [GIA](#) scholarship deadline: February 1st, 2022.
2. The Mason Graduate Interdisciplinary Conference will be held in-person on Friday, April 8, and will include a breakfast, lunch, plenary and breakout sessions, poster presentations, and a closing reception for [3MT® Competition](#) winners. The application deadline for graduate student poster and panel presentations is February 18. The [3MT® Competition](#) deadline for graduate students is January 31. For more information, visit the [website](#) or email geaward@gmu.edu.
3. The [Summer Research Fellowship](#) deadline is January 26 and asked the units to encourage eligible students to apply. For more information, visit the [website](#) or email geaward@gmu.edu.
4. The new [Graduate Education website](#) is live; feedback to be submitted [HERE](#).
5. GAPSA is partnering with University Career Services to launch their first-ever Graduate Student Resume Competition. This is an opportunity for graduate students to practice writing their resumes, learn about resources that the university has to offer in resume writing and career services, and potentially win some fun awards. Submissions are due by Sunday, February 13.

Details can be found here: <https://gapsa.gmu.edu/gapsa-ucs-spring-2022-graduate-resume-competition/>.

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

Grievance Committee – submitted by John Farina, Chair, January 22, 2022

The University faculty grievance committee had no new business and no cases before it.

Mason Club – submitted by Rutledge Dennis, Joe Scimecca, and Steve Pearlstein, founders

January 31, 2022

Melissa Broeckelman-Post
Chair, Faculty Senate

Dear Melissa,

One of the many unfortunate side effects of the Covid pandemic is that faculty and staff have lost connection with each other and the sense of community that comes from working in the same place each day. The kind of informal but important interaction that goes on in office corridors, passing on the walkways between class and over a cup of coffee at the student center—all that has been missing from our professional life for the last two years. As the pandemic recedes, it will be important to look for ways to revive those interactions, rebuild that sense of community and recall the fun and excitement of being on campus with so many smart, interesting colleagues.

Another casualty of the pandemic has been the Mason Club, the university's faculty and staff lunch facility that operated for two-plus years in the Pilot House, across from the Rappahannock Parking deck. During the Covid shutdown, the university decided that the Pilot House should be returned to student use. So last fall, the Mason Club reopened in temporary quarters in the Blackstone Room in South Side, just off the large student dining hall. The smaller space and less convenient food setup are significantly less conducive to creating an easy, pleasant place for faculty and staff to have a meal or coffee together, host campus guests and job applicants or provide a venue for staff lunches and celebrations.

Looking forward to Covid's retreat in the fall and a more fulsome return to in-person operations, we—the three founders of the Mason Club—have begun discussions with university administration about finding a new permanent home. We are eager to hear from faculty and staff – and in particular from the Faculty and Staff Senates—about their level of interest in having such a permanent facility, along with suggestions for improving the experience at the Club and increasing the number of colleagues who use it regularly. A strong statement of support from the Senate at this time would significantly improve the prospect of securing a satisfactory new home for the Mason Club.

Thank you for bringing this to the attention of the Faculty Senate.

Rutledge Dennis
Professor

Joe Scimecca
Professor

Steve Pearlstein
Professor

Mason Core – submitted by Laura Poms and Bethany Usher, Co-chairs, February 1, 2022

Mason Core Committee Report to Faculty Senate

December 9, 2021 Meeting

Gina Polychronopoulos, OIEP presented and the Committee adopted a Mason Core assessment plan. The assessment will occur in three phases as follows:

- **Phase 1:** Data capture. This will include a two-year sampling period and new options for capturing, storing and accessing data (student work and syllabus) as well as professional development workshops from the Stearns Center.
- **Phase 2:** Rating artifacts. This will include a rubric norming session at the start of the fall and spring semesters. During summer, findings will be shared with the Mason Core committee and faculty/leadership by the end of summer.
- **Phase 3:** Continuous Improvement. In the fall, findings will be discussed and actions may be taken (i.e. rubric revision, SLO refinement). In spring, these actions could be implemented if needed. Continuous improvement such as professional development with the Stearns Center will be available.

The Committee then reviewed the work of the task forces on enhancements to the Mason Core, which was continued from the November 18, 2021 meeting. These committees focused on the following aspects of Mason undergraduate general education: Capstone/Synthesis, Global Understanding, and Just Society.

With input from the task forces, which included members from outside of Mason Core, five potential models for enhancements to the Mason Core were developed in anticipation of the University-wide town hall to be held on January 28th. Out of this discussion, it was clear there was a need for one additional task force to address the potential of revising the Western Civilization/World History category.

January 27, 2022 meeting

The ADVANCE team presented on the potential challenges and benefits that transfer students may experience in light of any changes to the Mason Core. Specific information was provided in reference to the current models up for discussion at the town hall.

Final task forces presentations included catalog descriptions, student learning outcomes, assessment input, and potential impacts on student degree programs. Three potential Mason Core models were selected for presentation to the Mason community at the Mason Core Enhancement Town Hall.

January 28, 2022 Mason Core Enhancement Town Hall

More than 200 Mason community members attended. Background for the enhancements were discussed, the findings of all task forces were presented and three potential models were introduced. A recording of the town hall, including slides and additional supporting information are posted on the Mason Core website. The questions asked during the town hall are being used to create an FAQ which will be available shortly. Senators are strongly encouraged to review the recording, if they were not able to attend the town hall and provide feedback via the survey, which is available until February 18th.

The committee will review the feedback data and provide recommendations to Faculty Senate for consideration in the March 2022 timeframe.

Recently Approved Mason Core Courses

Date	Category	Title
9/16/2021	Literature	SEED:370 Young Adult Literature in Multicultural Settings
9/16/2021	Capstone	GCH 466: Physical Activity in Public Health
10/7/2021	Literature	INTS 363: Social Justice Narratives
11/18/2021	Quantitative Reasoning	BUS 210: Business Analytics I
12/9/2021	Synthesis	NEUR 424: Sleep and Circadian Rhythm
1/27/2022	Synthesis	NEUR 473: Current Neuroscience Research in Germany

Respectfully submitted:

Laura Wheeler Poms, Mason Core Committee co-chair

Master Plan Steering Committee Final Report- submitted by Zachary Schrag, David Wong, and Melissa Broeckelman-Post

Introduction

Between April 2020 and December 2021, George Mason University developed a master plan for its Virginia campuses in two phases. As part of this work, the administration formed a steering committee with about two dozen members, including three representatives of the Faculty Senate. Zachary Schrag and David Wong were elected by the Faculty Senate to serve as members of this committee. Shannon Davis joined in her capacity as Senate chair until May 2021 when Melissa Broeckelman-Post, took over as Senate chair and joined the steering committee.

The Master Plan Steering Committee met six times between May and October 2020, and five times from February through October 2021. Steering Committee meetings were not recorded and no official minutes were taken. This lack of a record encouraged the free exchange of ideas, but it also makes it difficult to establish the degree to which Steering Committee suggestions and questions were addressed in the final plan documents.

The consultants solicited Steering Committee comments on draft reports on two occasions. In April 2021, members reviewed the draft Phase One report, and in November 2021, members reviewed the Draft Phase Two report. Both sets of draft reports included material that had not been presented to the committee for oral discussion. This included important sections, such as the planning principles included in the Phase Two report. Sharing early drafts of these sections prior to Steering Committee discussions could have allowed more meaningful feedback. The final report is now available on the Construction at Mason Document Library: <https://construction.gmu.edu/university-master-plan/document-library>

Senate members of the steering committee previously reported on the process prior to the following Senate meetings:

- September 2, 2020: <https://resources.gmu.edu/facstaff/senate/2020-08-25%20Master%20Plan%20Steering%20Committee%20report%20to%20Faculty%20Senate.pdf?gmuw-rd=sm&gmuw-rdm=ht>
- October 14, 2020 (continuation of September 30, 2020): https://resources.gmu.edu/facstaff/senate/FS_AGENDA_10-14-20_FINAL.pdf
- February 3, 2021: https://resources.gmu.edu/facstaff/senate/FS_AGENDA_2-3-21_final.pdf
- April 7, 2021: https://resources.gmu.edu/facstaff/senate/FS_AGENDA_4-7-21_FINAL.pdf
- April 28, 2021: <https://resources.gmu.edu/facstaff/senate/2021-04-21%20Faculty%20Senate%20representatives%20draft%20comments%20on%20Master%20Plan%20phase%20one%20report.pdf?gmuw-rd=sm&gmuw-rdm=ht>

- September 22, 2021: https://resources.gmu.edu/facstaff/senate/FS_AGENDA_2021-09-22%20FINAL.pdf
- October 20, 2021: https://resources.gmu.edu/facstaff/senate/FS_AGENDA_2021-10-20.pdf

In October 2021 the steering committee met for the last time. In November 2021 members were given the chance to comment on a draft Phase Two report, and the final Phase Two report was issued in December. We therefore expect this to be the final report of the Senate members of the Master Plan Steering Committee.

The Senate members of the Steering Committee submitted detailed comments on the Phase One report to the Senate for its April 28, 2021 meeting (see above link). This report will therefore focus on the Phase Two report, and only selected aspects of the Phase Two report are mentioned here.

Principles

Our April 2021 comments on Phase One noted the absence of a statement of principles, and the difficulty that absence poses for the evaluation of specific proposals. The Phase Two report addresses this concern, adding a series of five principles “to guide mason’s capital investment across all its landholdings” (9)

1. Put strategy first
2. Be compact
3. Make every dollar and every square foot count
4. Connect places, people, and communities
5. Embrace environmental stewardship

All of these are noble goals, and we expect that they will help sharpen discussion about future decisions. While these principles were not explicitly discussed by the committee, they were likely derived by the consultants based on committee discussions.

Space Policy Guidance

Knowing that faculty were especially concerned with adequate offices, the Senate members of the steering committee successfully persuaded the Dumont Janks consultants to meet with faculty on September 14, 2021.

As we noted in our report prepared for the September 22, 2021, meeting of the Faculty Senate (see link above) twenty-seven faculty members (including tenure-line, term, and adjunct faculty) attended the online meeting and expressed the importance of private offices for full-time faculty for teaching, research, and student advising.

The Phase Two report acknowledges “that many faculty (particularly tenure and tenure-track faculty, and faculty with advising responsibilities) feel strongly that having a private office is essential for their ability to undertake scholarly activity and meet with students.” (43)

Beyond that, the recommendations are unclear. The plan states that “modern best practice moves away from a job-title based system to a system that considers functional needs,” but it does not distinguish between those two approaches. Moreover, Mason’s current Design Standards Manual does not distinguish between tenure-track and non-tenure track faculty, but the Master Plan Phase Two report does.

The Phase One report stated that “We typically suggest that private offices have an average station size in the range of 80-120 assignable square feet, while shared workspaces should have 40-60 assignable square feet per occupant,” and proposed a uniform 1.33 multiplier to office space to get the conference room and services spaces. The Phase Two report neither repeats or explicitly retracts these recommendations, leaving their status unclear. However, the plan principles state that “academic activity should be concentrated within a compact core so as to maximize opportunities for collaboration and efficiency.”

Housing

A second component of the plan that may be of particular interest to faculty are its ideas about faculty and staff housing in Fairfax.

The report recommends building 22 single-family units on the Tallwood property (just north of Masonvale) and considers two scenarios for additional housing on West Campus, just across Ox Road from the main campus. That land could either be developed into about 130 single-family houses or 47 single-family houses and over 600 apartment units. The Phase Two report, pages 144-147, includes maps of these proposals.

Transportation

A third faculty concern addressed in Phase Two is transportation.

George Mason University originated as a University of Virginia campus serving non-residential students in Northern Virginia. Despite the growth of on-campus dorms for undergraduates, and plans for additional graduate and faculty housing, it continues to serve tens of thousands of commuter students who prefer not to live on campus due to the cost or family or work responsibilities. Serving these students remains a part of Mason's mission of inclusive opportunity. Moreover, many employees live far from campus, either because of the expense of living in central Fairfax, or because their family members are employed elsewhere in the region. Maintaining reasonably easy access to campus buildings thus serves Mason's academic mission. At the same time, reliance on single-passenger automobiles is expensive for students and employees, increases local pollution and greenhouse-gas emissions, contributes to traffic congestion and danger, and requires the use of land for surface parking instead of more educational functions.

Recognizing this tension, the Master Plan seeks to maintain automobile access to the Fairfax campus but reduce it in some areas in service to other goals. In the short term, it proposes to reconfigure Patriot Circle into two north-south streets and two east-west managed streets that would be restricted to buses and cars with special permits, such as those issued to people with disabilities. In the longer term, it foresees building a large remote-parking lot on West Campus with shuttle service to the center of campus, allowing some of the current surface lots to become sites for new academic and residential buildings, as well as expanding housing options that would make it affordable for more employees to live within easy walking distance to campus.

Some steering Committee members—both Faculty Senate representatives and others—have expressed concerns about these plans. As nice as it would be to encourage modes other than single-passenger vehicles, and to use land toward the center of campus for purposes other than car storage, reduced access could deter students from taking in-person classes, and could make it harder for employees to balance their work with the rest of their lives. We would like to see more fully fleshed out proposals, including data about the current (or better still, pre-pandemic) patterns of travel to each of Mason's campuses, so we could better understand the prospects for reducing automobile usage.

The Master Plan's ideas about active transportation (bicycles, scooters, and skateboards) remain vague. The plan offers no data about current use of these modes, or targets for future modal share. It offers no maps of paths through campus currently used by cyclists and scooter or skateboard riders.

The Phase Two report states that "design ideas promote alternatives to vehicular travel with a particular emphasis on pedestrian and bicycle movement, including the creation of dedicated bike paths" and "a multimodal network within the campus," but it does not include a map proposing such paths or such a network. (77, Appendix 30)

The Phase Two report suggests that bicycles, scooters, and skateboards might be allowed on a shared-use path as part of the Green Necklace, but initial cross-section drawings of the Necklace propose a path only seven feet wide, which is too narrow to be shared by pedestrians and wheeled modes.¹

A more complete vision of transportation to and within the Fairfax campus could guide decisions being made in coming years or even months. For example, Mason Facilities is talking about beginning work on the Necklace relatively soon. Depending on the design of the paths through the Necklace, it could

¹ MASTER PLAN VIRTUAL ENGAGEMENT SESSION October 7, 2021, slide 28. The Virginia Department of Transportation states that ". Some older shared use paths are only 8 feet wide, but for new shared used paths, widths less than 10 feet should be avoided except where constraints preclude a wider width." Shared Use Path Brochure, 2021, https://www.virginia.gov/programs/resources/BikePed/Shared_Use_Path_Brochure-acc11012021.pdf

become part of a system of intra-campus active transportation, or a barrier to it. In the medium term, President Washington has spoken of the possibility of building as many as five new buildings in coming years. Their design and location could dictate the location of future buildings that would require the loss of more or fewer parking spaces in surface lots.

Sci Tech

In our April 2021 comments on the Phase One report, we noted the vagueness of the goals for the SciTech campus, the failure of the report to define key terms, and the lack of explanation for key decisions, such as choosing SciTech as the site of a potential medical school.

While this seems to be in part due to a shift from an initial focus on more fully utilizing space on all of our campuses toward an emphasis on a more compact centralization on the Fairfax as a result of data collected during this process, more clarity about the strategic vision for continued investment in the SciTech campus is needed.

Research Advisory Committee – submitted by Lance Liotta, Chair, January 24, 2022

Jan. 2022

Faculty Senate Research Subcommittee Report

Lance A. Liotta MD PhD

The topics of current progress for the Faculty Senate Research Subcommittee include a) Mason R1 status parity with other R1 universities, and, b) Communication with the Vice President for Research.

R1 Research: George Mason is one of the small subset of 120 US universities with an R1 designation. Universities that are classified by the Carnegie Foundation as research universities are R1, R2, or R3. R1 is at the top, designating the prestigious “Highest Research Activity”. A major mission of the Research Subcommittee is to support any activity that sustains and enhances our R1 designation. To be on par with other R1 research universities, Mason needs to revise our OSP infrastructure. This was recognized by Mike Laskofski, head of OSP. The members of the Research Subcommittee met with Mike to provide advice concerning the viewpoint of Mason researchers about suggestions for improving the OSP management of grants submission, monitoring grant peer review status, and post-award accounting. Mike presented his action plan for improving the infrastructure and data collection functions of OSP to reduce the administrative burden on Mason scientists. He developed a power point presentation of the OSP action plan which the Research Subcommittee reviewed, made comments, and approved. This action plan power point presentation was then presented by Mike Laskofski to the entire Faculty Senate. Over the next year the Research Subcommittee will continue to work with Mike during the implementation phases of his plan.

Communication with Dr. Marshall. A second major mission of the Research Subcommittee is to develop a welcoming and ongoing communication channel for the Senate regarding faculty research issues with Dr. Andre Marshall, who is the relatively new Vice President for Research, Innovation and Economic Development and President of the George Mason University Research Foundation. Dr. Liotta, Chair of the Subcommittee met with Dr. Marshall in several forums as he is seeking feedback for potential initiatives that enhance R1 status. These include supporting Mason graduate students, improving research infrastructure, conducting new hiring initiatives, evaluating the possibilities for a new medical school, and enhancing entrepreneurship. Over the next semester the Research Subcommittee itself will seek to meet with Dr. Marshall to offer ongoing help as he plans his new initiatives. We will ask him to provide guidance concerning how the faculty, working through their respective Deans, should participate

in advising the university leadership to proactively sustain the R1 designation. What categories of the education programs, research productivity, infrastructural development, hiring and recruitment activity, outside funding, etc. are crucial for R1 success? How can the faculty do its part to build our R1 portfolio of accomplishments?

Over the past and current semester the Research Subcommittee Chair has continued to interface with Julie Zobel, the Assistant Vice President, Safety, Emergency and Enterprise Risk Management, to oversee and insure the medical accuracy and rigor of the Mason student, faculty, and athlete COVID-19 surveillance testing program, and the anti-COVID-19 antibody testing post-vaccine program, under full CAP/CLIA medical diagnostic certification CAP:7223012, CLIA:49D2002076 .

Term Faculty Committee – submitted by Kim Eby and Cindy Parker, co-chairs, January 28, 2022

The Term Faculty Committee put a call for additional members last fall and are happy to welcome Marci Kinas Jerome (CEHD) and Steven Harris-Scott (INTO-Mason) to the committee. This past fall, we finalized our Term Faculty Committee charter and submitted it to the Faculty Senate Organization and Operations committee. We also disseminated our Workload Policy Guidance to academic unit leadership (deans and LAU heads) and encouraged a review of local workload policies and/or workload assignments to ensure alignment with the guidance. We continue to work with the Faculty Handbook committee on relevant revisions and with HR/Payroll on updates about term faculty compensation.

Appendix E Announcements

Climate Action Plan Development



Climate Action Plan DEVELOPMENT

We are accelerating action in response to the climate crisis by developing a new **Climate Action Plan (CAP)**.

Hello!

George Mason University is accelerating action in response to the climate crisis by developing a new [Climate Action Plan](#) (CAP).

The Mason Sustainability Council's Carbon Neutrality Task Force is hosting **separate community focus group sessions** for **Mason students, faculty, and staff on Monday, January 31**. Alumni are welcome to participate in any session.

The CAP will establish a strategic and visionary plan to reduce Mason's greenhouse gas emissions in pursuit of its commitment to achieve carbon neutrality.

Your feedback will inform the CAP and the university's response to the climate crisis.

What You Need to Know:

- The focus group will be hosted via Zoom and last for one hour
- Approximately 15-20 Mason community members will join you
- Representatives from the Mason Sustainability Council's Carbon Neutrality Task Force, Dumont Janks, and Arup will host the session
- You will answer questions and share your thoughts in open dialogue
- You can review the two-page [CAP Summary](#) document before the session

Space is LIMITED

[Submit this form to express your interest!](#)

In addition to the focus group session, there are many other ways to participate in the CAP process. Please join us for upcoming [CAP Town Halls](#) on [January 28](#), [February 18](#), and [March 9](#) – don't forget to tell your friends!

You can also submit your feedback, questions, comments, and concerns through the [CAP Feedback Form](#) at any time and visit the [CAP website](#) for all the info you need to know.

If you would like to contact the Mason Sustainability Council with questions, comments, or concerns, please email masonsc@gmu.edu.

We hope to see you there!

Best regards,

Greg Farley, Director of University Sustainability, and Dr. Dann Sklarew, Professor,
College of Science

Co-chairs of the [Carbon Neutrality Task Force](#)

Email: masonsc@gmu.edu

Mason Coache – submitted by Kim Eby, Vice Provost, Faculty Affairs and Development Jan. 29, 2022

“The Mason COACHE Leadership Team will have a busy semester with the launch of the [COACHE Faculty Satisfaction Survey](#). The Faculty Satisfaction Survey is designed to drill down into specific areas relevant to instructional/research faculty work lives. In 2019 we learned quite a lot about the needs of our faculty that led to a number of changes that have been implemented and/or are in progress, both at the institutional level and within colleges and schools. This 2022 survey will allow us to assess the effectiveness of actions that Mason has taken to address issues that faculty identified in our 2019 survey. Equally importantly, it will help us learn what is currently on the minds of our faculty as we continue to strive to provide support that will help our faculty reach their professional and personal goals. Expect to hear more about the survey throughout the semester and please complete the survey when you receive your unique link!”

LIST OF ATTENDEES

February 9, 2022: (164)

Senators present: Alan Abramson, Karen Akerlof, Matt Andre, Ann Ardis, Alok Berry, Lisa Billingham, Ginny Blair, Michelle Boardman, Melissa Broeckelman-Post, Jamie Clark, James Conant, Richard Craig, Betsy DeMulder, Douglas Eyman, Daniel Garrison, Edward Gero, Tim Gibson, Mark Ginsberg, Ken Griffin, Bijan Jabbari, Kerri LaCharite, Bethany Letiecq, Lisa Lister, Tamara Maddox, Kumar Mehta, Daniel Menascé, Alexander Monea, Maury Peiperl, Rachelle Perkins, Marvin Powell, Keith Renshaw, Gregory Robinson, Pierre Rodgers, Esperanza Roman-Mendoza, Catherine Sausville, Zachary Schrag, Solon Simmons, Suzanne Slayden, Cristiana Stan, Benjamin Steger, Kun Sun, Rebecca Sutter, Matt Theeke, Susan Trencher, Mohan Venigalla, Anne Verhoeven, David Wong, Tom Wood, John Zenelis, Jie Zhang.

Senators absent:, Robert Baker, Kenneth Ball, Rick Davis, David Gallay, Victoria Grady, Germaine Louis, Laurie Miller, Fernando Miralles-Wilhelm, Alpaslan Ózerdem, Ken Randall, Mark Rozell, Jessica Scarlata, Gene Shuman, Gregory Washington, Kent Zimmerman.

Visitors present: Sharmin Abdullah (Assistant Professor, Computational and Data Sciences), Wayne Adams (Director of Academic Administration, CHHS), LaShonda Anthony (Director, Academic Integrity), Lester Arnold (Vice President, Human Resources and Payroll), Shams Bahabib (Office Manager, Interdisciplinary Center for Economic Science), Matt Berlejung (Staff Senator and VC Engineer, ITS), Kevin Borek (Vice President/CIO, Information Technology Services), Mary Bramley (Director, Donor Relations and Stewardship, University Advancement and Alumni Relations), Djola Branner (Director, School of Theater), Laurence Bray (Associate Provost, Graduate Education), Lisa Breglia (Senior Associate Dean, Undergraduate Academic Affairs, CHSS), Emily Brennan-Moran (Assistant Professor, Communication), Alecia Bryan (Associate Director of Development/ CHSS) K. Chang (Instructor, CHHS, Nursing), Delton Daigle (Co-chair, Faculty Senate Technology Policy Committee), Shannon Davis (Associate Dean for Faculty and Academic Affairs, Mason Korea), Matt DeSantis (Executive Director, Institutional Effectiveness, OIEP), Deb Dickenson (Vice President for Finance, Fiscal Services), Kathleen Diemer (Associate Vice President, Advancement Relations), Fatou Diouf (Term Assistant Professor, Info Systems and Operations Management), Kim Eby (Vice Provost for Faculty Affairs and Development), K. Pierre Eklou (Assistant Professor, CHHS, Nursing), Brian Fitzpatrick (Associate Professor, English), Kim Ford (Director of Personnel Operations, Office of the Provost), Kenneth Foreman (Assistant Professor, Chemistry and Biochemistry), Saiid Ganjalizadeh (Term Assistant Professor, School of Business, ISOM), Isaac Gang (Co-chair, CEAR; Associate Professor, CEC, DAEN), Charlotte Gill (Associate Professor, Criminology, Law and Society), Marcy Glover (Ops Manager/Office of the Provost), Kim Goodwin-Slater (Director of Finance, College of Engineering and Computing), Brooke Gowl (Associate Director of Research Development, Dean's Office, CHSS), Geraldine Grant (Chair, Biology, COS), Lisa Gring-Pemble (Gift Acceptance Committee, Associate Professor, Foundations, School of Business), Renate Guilford (Associate Provost for Academic Administration), Stephen Harris-Scott (Associate Director, INTO Mason), Rached Hasan (Executive in Residence, Business for a Better World Center, Instructional Faculty, Management), Rector Jimmy Hazel, Kimberly Hoffman (Lead, Science and Technology Team and Mercer Library, Mason Libraries), Virginia Hoy (Term Asst Professor, English & BIS), Emily Ihara (Chair, Associate Professor, Social Work),,, Rawa Jassem (Director of Business Analytics, OIEP), Devon Johnson (Associate Professor, Criminology, Law and Society), Lisa Kahn (Associate Dean, CVPA), Matt Kelly (Operations and Initiatives Manager, Office of the Senior Vice President), Eugene Kim (Term Assistant Professor, Bioengineering), Nick Kirkstadt (Assistant Director of Care and Outreach, Student Support and Advocacy Center), Senior Vice President Carol Kissal, Laura Kosoglu (Associate Professor and Associate Dept. Chair, Civil, Environmental, and Infrastructure Engineering), Misty Krell (Director of Academic Affairs, School of Integrative Studies), Lauren Kuykendall (Associate Professor, Psychology), Vincent Lacovara (Associate Vice President, Institutional Compliance, Office of University Audit), Megan Laures (Associate Vice President, Business Services, Facilities), Sang Jin Lee (International Advisor, Office of International Programs and Services), Jaime Lester (Associate Dean of Faculty Affairs, Strategic Initiatives, CHSS), Lance Liotta (Chair, Faculty Senate Research Advisory Committee/Professor, Center for Applied Proteomics and Molecular Medicine, COS), Kimberly MacVaugh (Vice-Chair, Librarians' Council), Amanda Madden (Assistant Professor, History and Art History),

Karen Manley (Office of Institutional Effectiveness and Planning), Dhafer Marzougui (Associate Professor, Physics and Astronomy), Alexandra Masterson (Assistant Professor, Biology, IT Committee), Doug McKenna (University Registrar), Bill Miller (Code Official, Facilities), Johanna Moore, Janette Muir (Vice Provost, Academic Affairs), Lisa Nguyen (Associate Director, Data Analytics, OIEP), Shá Norman (Director of Diversity, CVPA), Cheryl Oetjen (Director, School of Nursing), Kristina Olson (Associate Professor & Associate Chair, Modern and Classical Languages), René Stewart O’Neal (Associate Vice President for Strategic Budget and Planning, Office of Budget and Planning), Eunkyong Park (Director, Co-Curricular Assessment, OIEP), Sarah Parnell (Operations and Administration Manager, Office of the Provost) Steven Pearlstein (Robinson Professor, Public and International Affairs), Laura Wheeler Poms (Mason Core co-chair, Associate Professor, GCH), Justin Ramsdell (Associate Term Professor, Psychology), Cesar Jon Rebellon (Professor, Criminology, Law and Society), Allison Redlich (Associate Chair, Criminology, Law and Society), Lauren Reuscher (Staff Senator), Marguerite Rippy (Associate Dean, Graduate Academic Affairs, CHSS), David Rosenblum (Chair, Department of Computer Science), Pallab Sanyal (Professor and Area Chair, Information Systems and Operations Management), Cathy Saunders (Instructional Professor of English), Michelle Schwietz (Associate Dean for Research, CHSS), John Shortle (Chair/Professor, Systems Engineering and Operations Research), Jasmine Spitler (Assessment Librarian, University Libraries), Frank Strike (Vice President, Facilities), Nusrat Sultana (Director of Financial Reporting, Fiscal Services), Evelyn Tomaszewski (Assistant Professor and MSW Program Director, Social Work), Cathy Tompkins (Professor, Social Work, Associate Dean for Faculty Affairs, CHSS), Jacelyn Tyson (Director of Human Resources, CHSS), Bethany Usher (Associate Provost, Undergraduate Education), Girum Urgessa (Associate Professor/CEIE), Ken Walsh (Chief of Staff, Office of the President), Tobi Walsh, (Assistant Vice President, Capital Strategy and Planning, Office of the Senior Vice President), Eleanor Weis (Director of Development, CHSS), Wendy Watkins (Associate University Auditor, Office of University Audit), Preston Williams (Presidential Communications Manager, Office of Communications), Bob Witeck (BOV Liaison to the Faculty Senate), Elizabeth Woodley (University Ethics Officer, Institutional Compliance), Chaowei Yang (Co-Chair, CEAR; Prof, Director, NSF Spatiotemporal Innovation Center, Geography and Geoinformation Science), Ahmed Bin Zaman (Assistant Professor, Computer Science), Julie Zobel (Associate Vice President, Safety, Emergency, and Enterprise Risk Management).

February 23, 2022: (101)

Senators present: Alan Abramson, Karen Akerlof, Matt Andre, Ann Ardis, , Lisa Billingham, Ginny Blair, Melissa Broeckelman-Post, Jamie Clark, Richard Craig, Douglas Eyman, Daniel Garrison, Tim Gibson, Victoria Grady, Ken Griffin, , Kerri LaCharite, Bethany Letiecq, Lisa Lister, Tamara Maddox, Kumar Mehta, Daniel Menascé, Laurie Miller, Alexander Monea, Rachelle Perkins, Marvin Powell, Keith Renshaw, Gregory Robinson, Pierre Rodgers, Zachary Schrag, Solon Simmons, Suzanne Slayden, Cristiana Stan, Benjamin Steger, Kun Sun, Rebecca Sutter, Susan Trencher, Mohan Venigalla, David Wong, Tom Wood, John Zenelis, Jie Zhang, Kent Zimmerman.

Senators absent:, Robert Baker, Kenneth Ball, Alok Berry , Michelle Boardman, James Conant, Rick Davis, Betsy DeMulder, David Gallay, Edward Gero, Mark Ginsberg, Bijan Jabbari, Germaine Louis, Fernando Miralles-Wilhelm, Alpaslan Ózerdem, Maury Peiperl, Ken Randall, Esperanza Roman-Mendoza, Mark Rozell, Catherine Sausville, Jessica Scarlata, Gene Shuman, Matt Theeke, Anne Verhoeven, Gregory Washington.

Visitors present: Paul Allvin (Vice President and Chief Brand Officer), Kevin Borek (Vice President/CIO, Information Technology Services), Mary Bramley (Director, Donor Relations and Stewardship, University Advancement and Alumni Relations), Trishana Bowden (Vice President for Advancement), Lisa Breglia (Senior Associate Dean,, CHSS), Alecia Bryan (Associate Director of Development/ CHSS) Jacqueline Curtis (Senior Auditor/Senior Fraud Examiner, Office of University Audit), Delton Daigle (Co-chair, Faculty Senate Technology Policy Committee), Shannon Davis (Associate Dean for Faculty and Academic Affairs, Mason Korea), Kathleen Diemer (Associate Vice President, Advancement Relations), Kim Dight (Chief Business Officer, CHSS), Kim Eby (Vice Provost for Faculty Affairs and Development), Kim Ford (Director of Personnel Operations /Academic Administration, Office of the Provost), Kenneth Foreman (Assistant Professor, Chemistry and Biochemistry), Cynthia Fuchs (Interim Director, Film and Video Studies, CVPA), Isaac Gang (Co-chair, CEAR; Associate Professor, CEC, DAEN), Marcy Glover (Coordinator, Academic Administration, Office of the Provost), Lisa Gring-Pemble (Gift

Acceptance Committee, Associate Professor, Foundations, School of Business), Renate Guilford (Associate Provost for Academic Administration), Stephen Harris-Scott (Associate Director of Faculty Affairs and Strategic Initiatives, INTO Mason), Mollie Herth (Program Manager, Faculty Affairs and Development, Office of the Provost), Lisa Kahn (Associate Dean, CVPA), Fatah Kashanchi (Professor, Lab of Molecular Biology, School of Systems Biology), Misty Krell (Director of Academic Affairs, School of Integrative Studies), Vincent Lacovara (Associate Vice President, Institutional Compliance, Office of University Audit), Tim Leslie (Associate Professor, Geography and Geoinformation Science), Jaime Lester (Associate Dean of Faculty Affairs, Strategic Initiatives, CHSS), Lance Liotta (Chair, Research Subcommittee/Professor, Center for Applied Proteomics and Molecular Medicine, COS), Kimberly MacVaugh (Vice-Chair, Librarians' Council, University Libraries), Christopher Magee (Social Sciences Librarian), Alexandra Masterson (Assistant Professor, Biology), Doug McKenna (University Registrar), Linda Monson (Director, Distinguished Service Professor, Reva and Sid Dewberry Family School of Music), Janette Muir (Vice Provost, Academic Affairs), Amanda Ogisi (Assistant Dean, CHSS Undergraduate Academic Affairs), Niki Ouellette (Associate Director of Leadership Annual Giving, CHSS), Eunkyong Park (Director, Co-Curricular Assessment, OIEP), Steven Pearlstein (Robinson Professor, Public and International Affairs), Laura Poms (Mason Core co-chair, Associate Professor, GCH), Shelley Reid (Stearns Center), Lauren Reuscher (Staff Senator), Marguerite Rippey (Associate Dean, Graduate Academic Affairs, CHSS), Cathy Saunders (Instructional Professor of English), Michelle Schwietz (Associate Dean for Research, CHSS), Pamela Shepherd (Director of Communications, Office of the Provost), Jasmine Spitler (Assessment Librarian, University Libraries), Nusrat Sultana (Director of Financial Reporting, Fiscal Services), Cathy Tompkins (Associate Dean for Faculty Affairs, CHSS), Michelle Trejo (Faculty Senate liaison, Student Government), Ken Walsh (Chief of Staff, Office of the President), Tobi Walsh, (Assistant Vice President, Capital Strategy and Planning, Office of the Senior Vice President), Wendy Watkins (Associate University Auditor, Office of University Audit), Preston Williams (Presidential Communications Manager, Office of Communications), Bob Witeck (BOV Liaison to the Faculty Senate), Elizabeth Woodley (University Ethics Officer, Institutional Compliance).