

GEORGE MASON UNIVERSITY
MINUTES OF THE FACULTY SENATE MEETING
MARCH 23, 2022
Electronic Meeting*, 3:00 – 4:15 p.m.

Number of attendees: 100

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

I. Call to Order: Chair Melissa Broeckelman-Post called the meeting to order at 3:01 p.m.

II. Approval of the Minutes: February 23, 2022 continuation meeting February 9: Hearing no corrections or additions, the minutes are approved as submitted.

III. Opening Remarks – Melissa Broeckelman-Post, Chair

- Faculty Senate meeting with President Washington scheduled for Wed Apr 20 3:00 – 4:15 p.m will be canceled, and President Washington will be calling General Meeting of the Faculty in that slot.
- Proposed change in our order of business to move Faculty Handbook Revision Committee report and COACHE report to top of agenda, before committee reports. No objections – proposed change passed by unanimous consent

IV. Additional Reports

Faculty Handbook Revision Committee – Suzanne Slayden, Chair

- Faculty Handbook Committee presented its proposed revisions for this academic year for the first time, so that Senators could become familiar with them and have the opportunity to ask questions and make comments. The Committee has already received some early comments and will consider anything additional Senators have to say. They will incorporate any revisions and bring final set of proposed revisions to Apr 6th Faculty Senate meeting for vote. If approved, changes will be submitted to the Board of Visitors for approval at their May meeting.
- Chair Slayden acknowledged faculty and administrators who discussed these revisions all year long: Faculty Handbook Revision Committee members (myself, Tim Gibson and Solon Simmons), term faculty representative (Cindy Parker), Renate Guilford (Vice Provost for Academic Administration), Kim Eby (Vice Provost for Faculty Affairs and Development), and Danielle Gilson (Director of Employee Relations, Human Resources).
- Proposed revisions were then reviewed (see [Appendix A](#)).
 - Chair Slayden reviewed “Part 2” first. These are mostly related to language addressing “joint appointments,” where faculty have more than one “primary affiliation.” Some of the detail is still being worked out, but they incorporated what could be done at this point. The Committee specifically invites input on this section from individuals with experience with joint appointments.
 - Chair Slayden then reviewed “Part 1” of the proposed changes. Much work was done to change from gender-based pronouns to inclusive pronouns throughout the Handbook. She again invited feedback on anything that might read awkwardly, as some of those changes were difficult.

- No questions or concerns were raised. Senators thanked Chair Slayden for her work, and she, in turn, again acknowledged the work of all those involved.

COACHE Survey – Solon Simmons, Alexandra Masterson, and Kim Eby

- Using slides (see [Appendix B](#)), Vice Provost Kim Eby reviewed background of COACHE Faculty Engagement Initiative.
 - COACHE stands for the Collaborative on Academic Careers for Higher Education, and is a research-practice partnership out of Harvard Graduate School of Education. Over more than 2 decades, COACHE has worked with hundreds of higher education institutions across the US, including many Virginia schools and other R1s to collect data on faculty experience, and then benchmark each institution to a broader cohort of institutions. In Spring 2019, Mason was able to compare to 103 other institutions who were part of the cohort, as well as a selected group of five peers.
 - Results are being used to identify and prioritize strategies to facilitate organizational change and improve faculty outcomes.
 - High response rates help demonstrate the importance of the resulting data. Our response rate last time was higher than peers at 63%, representing close to 1000 faculty members. Also, responses last time were representative of faculty across colleges, rank, and demographic groups – hoping for the same this time. As of Fri 3/18, our completion rate was 37.4%.
- Senator Simmons echoed the importance of high response rate, to help drive evidence-based organizational change. Prior results helped provide new leadership with clear sense of priorities. Of note, prior results showed no “weaknesses” according to COACHE’s statistical analysis, but Mason did identify areas that were relatively lower than others, which helped establish priorities. Also, they conducted follow-up qualitative interviews last time to help better contextualize findings.
- COS faculty member Alexandra Masterson continued presentation, noting importance of high response rates. Mason’s goal is 75%. She asked Senators to encourage others to take it.
- Senator Abramson asked for 1-2 examples of key findings from the 2019 survey that led to clear results, to help encourage others to invest their time in responding.
 - VP Eby responded with some examples, including how faculty compensation has been a clear focus of the new administration, a stronger focus on appreciation and recognition of faculty excellence, and the development of a university-wide mentoring program.
 - Senator Simmons echoed VP Eby’s examples, particularly the degree to which we talk openly about needing to address compensation now.
- Chair Broeckelman-Post thanked VP Eby, Senator Simmons and Dr. Masterson for their report.

V. Committee Reports

A. Senate Standing Committees

Executive Committee

- The next Coffee Chat will be Fri Mar 25 at 9:30am

Academic Policies – Zachary Schrag, Member

- The AP Committee is proposing a change to the policy (see [Appendix C](#)) related to a grade entry of “Never Attended.” Students who register for by never attend a course are still charged tuition, but they are also penalized in GPA, because the “NA” is counted as an F in the GPA. In looking at other universities, most also count the “NA” equivalent as an F, but some do not, particularly including public universities with an inclusive mission like Mason. Like the change to the incomplete policy that was recently approved, the AP Committee advocates to err on the side of mercy, so that a student who makes a mistake does not have their GPA damaged.
- Chair Broeckelman-Post noted that the motion comes from committee and does not need a second. She opened the floor for discussion, but no discussion was raised. The motion then passed.

Budget and Resources – Kumar Mehta, Chair

- A request for salary data after the second round of raises has been made.

Faculty Matters – Solon Simmons, Chair

- No report.

Nominations – Richard Craig, Chair

- A vacancy on UPTRAC needs to be filled.
 - Mohan Venigalla (CEC) was nominated. No further nominations were made.
 - Senator Venigalla was elected.
- A faculty representative slot for the BOV Research Committee needs to be filled.
 - Bijan Jabbari (CEC) was nominated. No further nominations were made.
 - Senator Jabbari was elected.
- Upcoming communications in the next few weeks will be calling for nominations for (a) faculty representatives to BOV committees and (b) university standing committees.

Organization and Operations - Lisa Billingham, Chair

- O&O has been working on bylaws changes throughout the year. Hope to have a presentation at the next Faculty Senate meeting.

VI. Announcements

- Provost Ginsberg made a series of announcement.
 - University commencement will be Friday May 20. It is a time to honor students, participate with each other, and celebrate the end of the academic year and the achievement of our students. He hopes for good representation of Faculty Senators there.
 - He expressed dismay about the recent death of faculty member Mike Buschmann, and sympathies for Dr. Buschmann’s wife, Caroline, who is a senior faculty member at Mason.
 - He also noted the tragic images coming out of Ukraine, and noted that there are a number of Ukrainian students on campus at Mason, as well as one Ukrainian visiting professor (Carter). President Washington and Provost have spoken with the faculty member and met with the students. Many of them are cut off from fiscal resources from their families in Ukraine. There is a newly-created Ukraine Crisis Student Support Fund: <https://securemason.gmu.edu/s/1564/GID2/16/19-giving.aspx?sid=1564&gid=2&pgid=651&cid=1709&bledit=1&sort=1&dids=655&appealcode=22UKR>.
 - State legislature has not yet concluded their business. The budget remains the most important for Mason, with two salary increase proposals currently under consideration:

Senate (5% increase) and House (4% increase with a 1% bonus). Mason cannot make many internal budget decisions until getting final budget from the state. Another issue is a proposal to allow universities in the state to create college partnership laboratory schools. Mason is in active conversations with Fairfax County public schools and other school divisions in the community, as well as with Northern Virginia Community College, to look at what could be possible should that proposal be accepted.

- Annual meeting of the General Faculty will take place April 20.
- Other announcements were submitted for the agenda below and in [Appendix D](#).
 - [Mason FACTS](#) – Molli Herth, Faculty Affairs and Development: Faculty Affairs & Development is gearing up for annual training session. Watch the Mason Facts [website](#) for available dates and registration links.
 - [Office of Academic Integrity](#) – Toshia Johnson, Associate Director for Academic Integrity: Office of Academic Integrity is looking for Honor Committee members (generally serve on 1-2 hearings per month, in two-hour blocks, with training provided beforehand). Seeking both faculty and student members – please reach out if interested, and/or share names and contact info for undergraduate and graduate students you think would be good.
 - Senator Gibson noted that GMU-AAUP was hosting a Zoom panel discussion with Provost Ginsberg, faculty members, and students, moderated by Tojo Thatchenkery (Schar), on faculty workload and burnout on April 8 at 1pm: <https://bit.ly/3pXhWy7>.
 - Student Evaluation of Teaching Form – Tom Wood, Chair, Effective Teaching Committee reminder everyone that instructors can customize up to 5 questions on student evaluation of teaching forms, with a deadline of April 3. Questions or concerns can be directed to Chair Wood (twood@gmu.edu).
 - Michelle Trejo, Student Government Liaison, asked if faculty felt they receive resources for therapy or emotional support as faculty members?
 - Senator Renshaw responded, noting that Mason is now funding a “stepped care” model of mental health for students, faculty, and staff, that includes an emotional support call-in line, with the possibility of getting brief therapy (1-3 sessions) if more than the phone call is needed: <https://psyclinic.gmu.edu/emotional-support-resources>. This is a result of a task force started by Provost Ginsberg and VP (University Life) Rose Pascarell last summer. Also, all employees have access to mental health resources through the employee assistance program. He offered to answer questions from anyone on this topic (krenshaw@gmu.edu).
 - Mason’s 50th anniversary is April 7th – see <https://50th.gmu.edu/> for a schedule of events. April 7th is also designated as “Vision Day” (new name for Giving Day), with the Green Machine designated as the main focus of that day. They have struggled to have a rehearsal space – raising money to support them.
 - Senator Bethany Letiecq announced that GMU AAUP was circulating a resolution around rejecting restrictions related to racism in education. She would appreciate the Faculty Senate’s consideration of that resolution. She noted that Inside Higher Education has articles about recent laws passed, most recently in South Dakota, targeting critical race theory in higher education. Chair Broeckelman-Post noted that Executive Committee would be discussing next steps related to that resolution.
 - Chair Broeckelman-Post noted that the spillover meeting designated for March 30th was not needed, as all business for the meeting was concluded.

VII. Adjournment: The meeting was adjourned at 3:56 pm.

Respectfully submitted,
Keith Renshaw
Secretary

Appendix A

1

Revised 2/11/2022

Faculty Handbook Revisions

Proposed shift to inclusive pronouns

Original text in ~~red strike through~~; replacement text in green underline.

Preface to the Handbook

...or who have filed a written request with ~~the his or her~~ Dean of the school or college to be evaluated.

1.2.5 Faculty Participation in the Selection of Certain Members of the Central Administration

... This process includes an opportunity for the General Faculty to meet with the President to discuss ~~his or her~~ the President's achievements...

2.2.8 Administrators Holding Faculty Rank

...Faculty who are not tenured have ~~if on a term appointment, the faculty member has~~ no automatic right to return to ~~his or her~~ their previous instructional, research, or clinical faculty position.

2.3.1.1 Favoritism in Personnel Decisions

... No faculty member or administrator who has reasonably questionable objectivity in the employment status of another employee may participate in the hiring, supervision, promotion, or evaluation of such employee. ~~Every~~ All employees of the university ~~has~~ have a continuing affirmative obligation to disclose to ~~his or her~~ their supervisor ~~(e)s~~ any relationship that may reasonably affect their objectivity in such matters.

...If ~~a~~ faculty members or administrators might exercise or appear to exercise control over any personnel action associated with a person with whom ~~he or she has~~ they have a family or close personal relationship, ...

...Prior to consideration of a personnel action involving a family member or other relationship reasonably suggesting favoritism, the Provost ~~or designee, or his or her designee~~, will fully apprise the Board of Visitors of the relationship and the safeguards taken to ensure that the individual with a personal interest was not involved in the action.

2.3.2.1 Competitive Appointments

... The local unit administrator transmits the faculty recommendation, together with ~~her or his~~ their own, to the Dean or to the Provost, as applicable.

2.3.2.2 Non-competitive Appointments

... While ~~an~~ administrators ~~is~~ are normally appointed using a competitive process at the administrative level, this policy applies because ~~s/he is~~ they are not part of a competitive process at the LAU level.

2.6.2 Post Tenure Review Policies and Procedures

... ~~A~~ Committee members may not participate in the evaluation of a faculty member with whom ~~he or she has~~ they have, ...

2.7 Procedures for Reappointment, Renewal, Promotion and Tenure

...~~A~~ faculty members may not participate in a review of a candidate with whom ~~he or she has~~ they have, ...

2.7.2 Procedures for Renewal

... ~~if a~~ Contracts for faculty members who chooses not to be evaluated, ~~his or her~~ their ~~contract~~ will end on the last day of the term specified in the ~~of her or his~~ current contract...

2.7.3.2 Procedures for Promotion and Tenure of Tenured/Tenure-track Faculty

~~A~~ Faculty members may not participate in a review of a candidate with whom ~~he or she has~~ they have, ...

...1a. Departmental review...(3) ~~his/her~~ the chair's own recommendation and justification, if the chair is tenured.

2.7.4 Tenure-Track Contract Extension

... substantially with a faculty member's ability to pursue ~~his or her~~ their professional responsibilities...

...The faculty member's request, in writing, to ~~his or her~~ the local academic unit head must...

... forwarded to the Dean, if applicable, who forwards ~~his or her~~ their a -recommendation to the Provost for final approval.

2.9.3 Termination of Appointment of Tenured, Tenure-Track, and Term Faculty Members for Cause

f. 1. The faculty member may choose ~~his or her~~ an academic and/or legal representatives to be present at the hearing...

k. ...then the President must state ~~his or her~~ the reasons for rejection in writing...

l. ...then the President must state ~~his or her~~ the reasons for rejection in writing...

n. ... Normally the faculty member will remain at ~~his or her~~ their usual duties until the final decision...

2.10.3 Faculty Work Assignments

...If the grievance is against the Dean, the university grievance committee is advisory to the Provost ~~or designee~~ ~~of~~ his/her designee. In all cases, the Provost's decision is final...

2.10.9 Temporary or Short-Term Relief of Faculty from Duties or Responsibilities

On occasion it might be determined that a faculty member is unable to carry out ~~his or her~~ their duties or responsibilities, including classroom instruction. If at any time a faculty member's continued responsibilities, including classroom instruction, is judged by the Provost or a designated representative to constitute an immediate danger or serious threat of substantial damage to ~~the faculty member, his or her colleagues, university staff, or students self or others~~, the faculty member will be immediately relieved of ~~his or her~~ their duties, including exclusion from the classroom, until such time as ~~he or she~~ they can safely re-assume them. **[Note: "immediate harm to self or others" is the language that appears in Sec. 2.9.3, which references this Section 2.10.9.]**

2.12.2 Policies on Appointment and Renewal

i.... An acting chair is considered as a possible candidate for a vacant position rather than as a candidate for renewal of ~~his/her~~ their term....

2.12.3.1 Search Procedures

Search procedures are initiated after the incumbent chair has declined to seek reappointment, or after the Provost has notified the incumbent chair of the decision not to ~~that he/she/they will not be~~ reappointed, or when the position is vacant.

The Dean ~~reports~~ ~~makes a~~ ~~his/her~~ recommendations ~~and with an accompanying~~ ~~supporting arguments~~ ~~justification~~ in writing to the Provost and the departmental faculty, including in that ~~report~~ recommendation the full report of the committee.... If the committee and the departmental faculty are not in agreement or if the Dean does not

endorse the ~~majority~~ recommendations of a majority of the committee and/or the department faculty, the Dean meets with the committee and/or the faculty to seek an identity of views before submitting the ~~report~~ recommendation to the Provost.

... The Provost ~~acts upon the recommendations received and~~ apprises the Dean, the search committee, and the faculty of ~~his/her~~ the decision....

3.3 Summer Salary

~~Every~~ All full-time faculty ~~member~~ who wishes to teach in the summer shall be afforded an opportunity to teach one 3-credit course (or equivalent) at 10% of their annual nine-month salary, assuming ~~he or she~~ they are ~~is~~ qualified to teach the course and that the course meets minimal enrollment criteria and appropriate scheduling, curricular, and pedagogical needs.

3.6.1 Study Leave for Tenure-Track Faculty

... This leave is designed to assist ~~a~~ tenure-track faculty ~~member~~ in advancing ~~his or her~~ their research, scholarly, or creative activities.

Faculty Handbook Revision 2022

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1.3 Faculty Organization

1.3.6 Local Academic Units (LAU) ~~and~~ Primary Affiliation, and Joint Appointments

[Note: this section is now subdivided to include joint appointments. Details regarding joint appointments will be posted to the Provost's website.]

The term "local academic unit" (LAU) refers to an academic department, an academic school without subdivision, or to a college/school without subdivision. In this *Handbook* the chief administrative officers of local academic units are generically called "local unit administrators" (LUA).

1.3.6.1 Primary Affiliation

Although a faculty member's tenure resides in the University as a whole (see Section 2.1.1), in recognition of disciplinary qualifications and for purposes of governance, term, tenure-track, and tenured faculty are appointed directly and specifically to one or more local academic units. ~~Term faculty are also appointed directly and specifically to one or more local academic units.~~ The status established by such ~~an~~ appointments to a local academic unit is called "primary affiliation." Initial ~~P~~ primary affiliation in one local academic unit does not preclude the possibility of future additional part-time or full-time assignments to other local academic units. An appointment to primary affiliation requires the concurrence of the faculty of the local academic unit to which the appointment is to be made and may not be transferred from one local academic unit to another except with the concurrence of the faculty of the unit to which a transfer is proposed.

1.3.6.2 Joint Appointments

Faculty members are said to hold a joint appointment if they hold appointments in two or more academic or research units. A written Memorandum of Understanding between the units and the faculty member, and approved by the Dean(s), will contain all the conditions of the joint appointment of the faculty member in the units, including administrative oversight, workload expectations, processes for annual evaluation and changes in faculty status, governance and grievance rights in the units.

1.3.6.3 Local Academic Unit Governance

All full-time faculty possess governance responsibilities and voting rights in local academic units in which they hold primary affiliation and in the larger units of which their local academic units are a part. The local level of governance is the most important in the University for the faculty's

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direct exercise of professional and peer judgment. Faculties of local academic units actively participate in decision-making about academic matters, matters of faculty status, and organizational and institutional change. They have primary responsibility for such academic matters as unit reorganization, the design of programs, development and alteration of the curriculum, standards for admission to programs, and requirements in the major. They play a primary role in such matters of faculty status as the recruitment and initial appointment of new faculty; the reappointment/renewal, promotion, and tenure, of members; and in the selection of the local unit administrator.

2.1 Faculty Appointments

2.2.1 Tenured Appointment

2.1.2 Tenure-Track Appointment

2.1.3 Term Appointments

[Note: The changes below are intended to clarify existing language in the Faculty Handbook.]

Full-time faculty on fixed-term, non-tenure-track appointments are known as Term Faculty. Term faculty whose assignments focus primarily on teaching are appointed as instructional faculty. Term faculty whose assignments focus primarily on research are appointed as research faculty. Term faculty whose assignments focus primarily on clinical practice are appointed as clinical faculty. While term faculty may identify with a primary focus, their assignments may include a blend of teaching, research, service, clinical practice, administrative, ~~program development and~~ or leadership, or instructional responsibilities that go beyond the boundaries of their primary focus. The faculty member's specific responsibilities will be stipulated in the appointment contract or assignment letter.

Instructional term faculty with the terminal degree may hold one of the following ranks: Instructional Assistant Professor, Instructional Associate Professor, or Instructional Professor. Research-~~oriented~~ term faculty with the terminal degree may hold one of the following ranks: ~~Research Instructor,~~ Research Assistant Professor, Research Associate Professor, or Research Professor. Clinical-~~oriented~~ term faculty with the terminal degree may hold one of the following ranks: ~~Clinical Instructor,~~ Clinical Assistant Professor, Clinical Associate Professor, or Clinical Professor.

Instructional term faculty without the terminal degree may hold one of the following ranks: Instructor, Senior Instructor, Master Instructor; or Professor of Practice. Clinical term faculty without the terminal degree may hold the rank of Clinical Instructor, Clinical Senior Instructor, or Clinical Master Instructor. Research term faculty without the terminal degree are Research Staff (Section 2.1.6).

Term faculty on single-year appointments whose permanent employment is with another organization hold title with the prefix "Visiting."

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Term faculty appointment contracts are issued for a single-year or for multiple years, up to a maximum of 5 years. For initial appointments, the maximum contract length for assistant professors is three years and for associate and full professors it is five years. If a multi-year appointment is offered to a faculty member whose position relies entirely or partially on non-state appropriated funding, then a multi-year contract may be established subject to the continuing availability of funding throughout the contract period. Faculty on multi-year contracts normally hold a terminal degree, as defined by standards in the discipline. Exceptions to either contract length or terminal degree requirements must be approved by the Provost.

Contracts automatically expire at the end of the contract period, and although a faculty member may be reappointed ([Section 2.7.1](#)), there is no guarantee or right to reappointment from one contract to the next, whether single-year or multi-year. ~~Both the university and the faculty member retain the option to request a change from a multi-year contract to a single-year contract. This action must be approved by the respective Dean and the Provost.~~

[Note: The last sentence refers to reappointment procedures and it is now incorporated in Sec. 2.7. 1 Procedures for Reappointment.]

With the prior approval of the Provost, term faculty with the terminal degree may be considered for a tenure-track or tenured appointment as a result of a search ([Section 2.3.2.1](#)) or, rarely, by a direct appointment ([Section 2.3.2.2](#)). Service on a term appointment, whether or not externally-funded, may be applied to tenure consideration only if specified in the initial tenure-track letter of appointment.

Term faculty are eligible to be considered for promotion in rank, normally after five years of service.

2.1.6 Postdoctoral Research Fellows and Research Staff

Postdoctoral Research Fellows are employees governed by the Postdoctoral Research Fellows Policy. Postdoctoral Research Fellows are not covered by the provisions of the Faculty Handbook.

Research Staff are employees governed by the Research Staff Policy. Research Staff are not covered by the provisions of the Faculty Handbook.

2.2 Description of Faculty Ranks

2.2.1 Instructor and Professor of Practice

[Note: This section was re-written to differentiate more clearly Instructors and Professors of Practice. There is only one rank for Professors of Practice.]

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Term faculty without the terminal degree in the field ~~are~~ may be appointed as Instructor ~~or Professor of Practice~~. An instructor holds the master's degree or equivalent academic and/or professional qualifications and gives promise for making contributions in the area of their primary assignment focus. An instructor may be appointed or promoted in rank (Section 2.1.3) by meeting local academic unit criteria for the rank.

Term faculty, with or without a terminal degree, Professors of Practice are faculty who possess the expertise, achievements, and experience to provide professional instruction in a manner that brings relevance and distinction to the local academic unit and the University may be appointed as Professor of Practice.

2.7 Procedures for Reappointment, Renewal, Promotion, and Tenure

2.7.1 Procedures for Reappointment

Term faculty on a single-year contract will be evaluated annually for reappointment by either the local unit administrator or a local academic unit faculty committee. Term faculty who are being considered for reappointment to a multi-year contract will be evaluated by a local academic unit faculty committee. Evaluation of a faculty member on a multi-year contract occurs during the final year of the contract appointment. Both the method of evaluating faculty on single-year contracts, and the composition and procedures for the faculty evaluation committee, which must include term faculty, are to be specified in the LAU bylaws or standing rules.

Instructors or Assistant professors may receive a one, two or three-year reappointment. Senior and master instructors, or Associate associate and full professors may be reappointed to contracts of up to five years. After three single-year appointments, term faculty who meet satisfactory annual performance standards will normally be recommended for a multi-year appointment. Continuing to issue one-year contracts for a faculty member over many years is discouraged.

Term faculty on single-year appointments are evaluated according to the criteria in Section 2.4 and the procedures in Section 2.5. Criteria for reappointment will focus on demonstrated performance in those areas designated in the initial and any subsequent contract letters. The local academic unit recommendation is sent to the Dean. Based on that recommendation and programmatic needs, the Dean will make the decision to reappoint, usually no later than 3 months prior to the last day of the initial contract, or usually no later than 5 months prior to the last day of the term of subsequent contracts.

Term faculty who are on or being recommended for multi-year reappointments are evaluated according to the criteria in Section 2.4 and the procedures in Section 2.5. Criteria for reappointment will focus on demonstrated performance in those areas designated in the initial and any subsequent contract letters. The local academic unit recommendation is sent to the Dean. Based on that recommendation and programmatic needs, the Dean will make ~~a~~ recommendations to the Provost whether to reappoint and contract length. A request to change from a multi-year to a single year contract must include a written justification for the change and must be approved by the Provost.

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[Note: The sense of this sentence earlier appeared in Sec. 2.1.3 Term Appointments and now includes the requirement for a written justification.]

Final determination on multi-year appointments for up to three (3) years are made by the Provost. Contract terms greater than three (3) years will require President's approval. ~~The Provost will make the final determination on multi-year appointments~~ Notification to term instructional faculty members will be sent, and notify term instructional faculty members, in writing, usually no later than 3 months prior to the last day of the term of their initial contracts, and usually no later than 5 months prior to the last day of the term of subsequent contracts. Notification to term research and term clinical faculty members will be sent. ~~The Provost will make the final determination and notify research and term clinical faculty members,~~ in writing, usually no later than 3 months prior to the last day of the term of their contracts. ~~The President will make the final decision for reappointment to a contract longer than 3 years.~~

[Note: The changes above clarify who approves multi-year contracts of different lengths.]

2.7.2 Procedures for Renewal

2.7.3 Promotion and Tenure

2.7.3.1 Procedures for Promotion of Term Faculty

A term faculty member may be considered for promotion, normally after five years of service in the current rank. Term faculty who meet the LAU criteria for promotion may be considered early; however, typical candidates for promotion have a minimum of three years teaching, research, or clinical work at George Mason University. Promotion may occur within the period of a multi-year contract. Upon promotion, a new contract ~~of up to five years~~ will be issued (Section 2.7.1).

[Note: Reappointment contracts in Section 2.7.1.] are referenced here.

...

Appendix B
COACHE SURVEY Slides

COACHE Update: Spring 2022 Launch of Faculty Satisfaction Survey

Spring 2022

Prepared by the Mason COACHE Leadership Team
Kim Eby and Supriya Baily, co-chairs



What is the COACHE Partnership?



- ▶ Collaborative on Academic Careers in Higher Education (COACHE)
 - ▶ Harvard Graduate School of Education
 - ▶ National, research-based initiative designed to understand the job satisfaction of full-time I/R faculty
 - ▶ COACHE has over 250 partnerships, including multiple Virginia schools and R1 institutions
- ▶ Mason's COACHE Faculty Engagement Initiative goals
 - ▶ Develop a more robust picture of faculty satisfaction through collection of comprehensive data
 - ▶ Benchmark results to and collaborate with broad cohort and peer institutions
 - ▶ 2019 self-selected peers: Iowa State University, North Carolina State University, Purdue University, University of Central Florida, and Virginia Tech
 - ▶ Factors that influenced peer selection: R1 Carnegie Classification, SCHEV peer, institutional size, number of faculty, and institutional mission.
 - ▶ Enact a strategic change initiative where we develop, implement, and assess action plans

Background: Mason COACHE Initiative



- ▶ The Mason COACHE Leadership Team is broadly representative across schools/colleges and key collaborators
- ▶ Our charge
 - ▶ *The Mason COACHE Leadership Team will provide oversight for the Harvard COACHE partnership and serve as liaisons to the broader campus community for this work. Members of the leadership team will serve as: 1) ambassadors to their units/colleges communicating the partnership goals and sharing results; 2) advocates to encourage participation in the surveys and provide additional information on the partnership; and 3) agents of change to identify and implement solutions.*
- ▶ The Mason COACHE Leadership Team has been guided by principles of transparency, collaboration, and intentionality over the past three years.

The COACHE Faculty Satisfaction Survey



| Survey Themes | | |
|---|--|--|
| Nature of work in research, teaching, and service | Departmental engagement, quality, and collegiality | Interdisciplinary work, collaboration, and mentoring |
| Resources and support | Institutional leadership | Retention and negotiation |
| Tenure and promotion | Shared governance | Appreciation and recognition |

- ▶ Mason's Response Rate in Spring 2019 was 63% (n = 954)
 - ▶ Representative sample of Mason faculty across colleges, demographic groups, and faculty rank
 - ▶ 16.7 percentage points higher than cohort; 13.5 percentage points higher than selected peers

Leadership Team Key Findings: Strengths and Areas for Growth at Mason



Based on an integrated look at the data, the Leadership Team identified the following key findings:

| Areas of Strength | Areas for Growth |
|---|---|
| Faculty would recommend Mason | Salary and compensation |
| Department/LAU culture and leadership | Renewal, Promotion, and Tenure (RPT) |
| Faculty leadership | Mentoring and mentoring support |
| Satisfaction with support for teaching and learning | Appreciation and recognition |
| Visible leadership for support of diversity | Support and reward for interdisciplinary work |

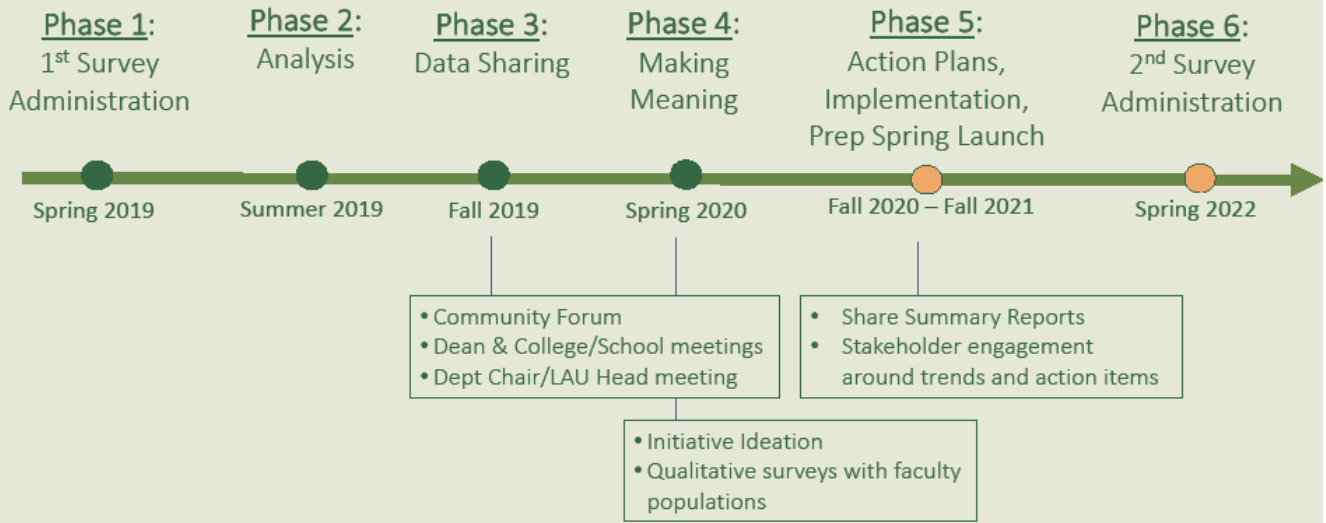
Qualitative Surveys for Key Populations



Conducted open-ended, qualitative surveys with key faculty populations to gather more detailed information on the areas of growth and identify action items.

| | | | |
|-----------------|-----------------------------------|---|-----------------------------|
| Term Faculty | Assistant Professors | Associate Professors | Female Associate Professors |
| Full Professors | Underrepresented Minority Faculty | Faculty with Inter/Multidisciplinary Research Interests | Department Chairs/LAU Heads |

Our Process for Community Engagement



What's Coming This Spring...

The 2022 COACHE Survey



✔ **NEW!** Custom Questions

- ✔ Designed in collaboration with COACHE and the Mason Leadership Team
- ✔ Explore term faculty promotion processes
- ✔ Several items related to diversity, equity, and inclusion
- ✔ We aim to integrate COACHE metrics into Mason's strategic planning efforts to advocate for high-quality data that measures progress around faculty satisfaction related to particular aspects of faculty work life.
- ✔ All full-time Instructional/Research faculty *will receive a unique link* to the survey from COACHE, directing them to the online survey.

Why your participation and feedback matters...



- ✔ Our exceptional response rate, 63%, gave academic leadership across Mason high degrees of confidence in the data.
- ✔ Data sharing has led to important discussions among leadership teams, across Mason and within schools/colleges, about how to use COACHE data to measure progress on issues important to faculty.
- ✔ We need to assess where we have made progress and where we continue to need significant growth since spring 2019.

Survey Launch:
February 9th – Early April

Mass Communications Campaign

- Provost Newsletter
- The George
- Email Communications
- School/College/Department Meetings
- Blackboard Signage
- Faculty Senate
- Information Sheets
- Newsletters

- ✔ Our Goal: 75% of all full-time I/R Faculty
- ✔ We will track response rates by College/School
- ✔ We need YOUR support, please...
 - ✔ Encourage your faculty to participate
 - ✔ Share communications to relevant listservs
 - ✔ Invite a Leadership Team member to speak with your faculty and academic leadership
 - ✔ Share how you are/have been taking actions in response to results
 - ✔ Identify COACHE metrics that could be used to measure the impact of current strategic efforts (e.g., Inclusive Excellence Plans)

For access to reports & data

[Collaborative on Academic Careers in Higher Education \(COACHE\) - Office of Institutional Effectiveness and Planning | George Mason University \(gmu.edu\)](#)

For more information about Mason COACHE

[Faculty Satisfaction Survey | Office of the Provost and Executive Vice President \(gmu.edu\)](#)

Questions?

E-mail: facaffs@gmu.edu

Appendix C Academic Policies Committee Motion

Never Attended Grade

Currently, instructors enter “NA” as the final grade for a student who has never attended the course. However, an F appears on the student’s transcript (the NA remains on the student’s internal record). As usual, the F grade carries 0.00 quality points towards the GPA.

However, the policy does not appear in the catalog, except possibly for this sentence:

AP.1.3.2 Changing Registration

“...Students are responsible, both financially and academically, for all courses in which they remain officially enrolled.”

The committee examined the transcripts of several students and discovered that in most of those cases, students had multiple F’s and W’s and generally low GPA’s. These were students in academic trouble.

The AP Committee recommends that the NA policy be changed. The grade notations A-F should be reserved for “earned” grades. A student who has never attended a course has not earned an F grade. For students who never attend one or more courses and are already in academic trouble, the current policy makes it almost impossible for them to recover good academic standing.

In addition to recommending approval of the policy change, below, the committee recommends that the university administration take steps to identify students who are not attending class early in the semester and drop their enrollment. This change may also help to identify students who are in academic trouble.

Motion: The Never Attended policy be changed and the text of the new policy be included in the University Catalog Section AP 3.3 Additional Grade Notations.

AP.3.3 Additional Grade Notations

Satisfactory/No Credit (S/NC)

Incomplete (IN)

Incomplete, extended (IX)

In Progress (IP)

Absent with permission (AB)

Special Provision (SP)

Never Attended (NA)

The grade of NA (Never Attended) is assigned to a student who is enrolled in a course but has never attended. Never Attended means that the instructor has no evidence that the student ever attended class and no work was ever submitted. The NA will appear on the transcript and count toward attempted hours. The NA has no effect on the GPA. There may be financial aid implications for non-attendance. Tuition is not refunded.

Appendix D Announcements

Mason FACTS – submitted by Molli Herth, Program Manager, Faculty Affairs and Development, Office of the Provost, February 23, 2022

The Faculty Affairs & Development (FAD) Office met with college and school leadership teams to assess the implementation of the Review, Promotion & Tenure (RPT) tool during the 2021/2022 review cycle. RPT collected and routed casebooks for reappointment, renewal, promotion, and tenure:

- Tenure-line faculty promotion and/or tenure
- Tenure-line third-year renewal
- Term faculty promotion and multi-year appointment
- Renewal and promotion for University Librarian professional review

The feedback from these sessions and faculty surveys was overwhelmingly favorable. The RPT tool translated institutional and unit-level RPT guidelines into system templates that are intuitive and user-friendly.

Moving forward, we will work, in partnership, with academic leadership and provide platforms to gather faculty insights as we identify and incrementally roll out minor system updates that improve system functionality and end-user experience.

Template Configuration Workshops will occur from March 3, 2022, to March 10, 2022, in support of system Administrators as they build unit templates for the 2022/2023 academic year. Template configuration workshops provide step-by-step instructions for complete replication of the institutional templates at the unit level.

Looking for a Volunteer Opportunity?

**Partner with the Office of Academic
Integrity as a member of the Mason
Honor Committee!**

Apply by visiting oai.gmu.edu

Faculty Requirements:

- Minimum of Master's Degree
- Current CV/Resume

LIST OF ATTENDEES

March 23, 2022: 100

Senators present: Alan Abramson, Karen Akerlof, Matt Andre, Ann Ardis, Lisa Billingham, Ginny Blair, Melissa Broeckelman-Post, Richard Craig, Betsy DeMulder, Douglas Eyman, Daniel Garrison, Tim Gibson, Mark Ginsberg, Victoria Grady, Ken Griffin, Bijan Jabbari, Kerri LaCharite, Bethany Letiecq, Tamara Maddox, Kumar Mehta, Daniel Menascé, Laurie Miller, Alexander Monea, Rachele 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, Mohan Venigalla, Anne Verhoeven, David Wong, Tom Wood, Jie Zhang.

Senators absent: Robert Baker, Kenneth Ball, Alok Berry, Michelle Boardman, Jamie Clark, James Conant, Rick Davis, David Gallay, Edward Gero, Lisa Lister, Germaine Louis, Fernando Miralles-Wilhelm, Alpaslan Özerdem, Maury Peiperl, Ken Randall, Mark Rozell, Jessica Scarlata, Gene Shuman, Susan Trencher, Gregory Washington, John Zenelis, Kent Zimmerman.

Visitors present: Stephanie Aaronson (Deputy VP, Communications and Mason Media, Office of University Branding), Paul Allvin (Vice President and Chief Brand Officer, Office of University Branding), Lisa Breglia (Senior Associate Dean, Undergraduate Academic Affairs, CHSS), Delton Daigle (Co-chair, Faculty Senate Technology Policy Committee), Shannon Davis (Associate Dean for Faculty and Academic Affairs, Mason Korea) Fatou Diouf (Term Assistant Professor, Info Systems and Operations Management, School of Business), Kim Eby (Vice Provost for Faculty Affairs and Development), Kim Ford (Director of Personnel Operations, Office of the Provost), Brian Gillette (Director, Student Success, CHSS), Brooke Gowl (Associate Director of Research Development, Dean's Office, CHSS), Renate Guilford (Vice Provost for Academic Administration), Molli Herth (Program Manager, Faculty Affairs and Development, Office of the Provost), Kimberly Hoffman (Lead, Science and Technology Team and Mercer Library, Mason Libraries), Lauren Kuykendall (Associate Professor, Psychology), 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), Karen Manley (Office of Institutional Effectiveness and Planning), Alexandra Masterson (Assistant Professor, Biology), Jenna McGwin (Associate Director, Operations and Initiatives, Dean's Office CHSS), Doug McKenna (University Registrar), Shá Norman (Director of Diversity, CVPA), Cheryl Oetjen Associate Professor and (Director, School of Nursing), Kyeung Mi Oh (Associate Professor, Doctoral Program Director, School of Nursing), Amanda Ogisi (Assistant Dean, CHSS Undergraduate Academic Affairs), Sarah Parnell (Operations and Administration Manager, Office of the Provost) Murray James Pyle (Assistant Professor, Information Systems and Operations Management, School of Business), Cesar Jon Rebellon (Professor, Criminology, Law and Society), Shelley Reid (Stearns Center), Lauren Reuscher (Staff Senate), Marguerite Rippy (Associate Dean, Graduate Academic Affairs, CHSS), Erin Icanangelo Rogers (Event Coordinator/Staff Senator Chair/Sci Tech Executive Office), Pallab Sanyal (Professor and Area Chair, Information Systems and Operations Management), Xin Saunders (Administrative Assistant, Office of University Counsel), Pamela Shepherd (Director of Communications, Office of the Provost), Margaret Slavin (Associate Professor, Nutrition and Food Studies), Matt Smith (Director of Accreditation, Office of the Provost), Jasmine Spitler (Assessment Librarian, University Libraries), Frank Strike (Vice President, Facilities), Fadi Tahan (Research Assistant Professor, Collision Safety and Analysis, COS), Samer Takieddine (Assistant Professor, Information Systems and Operations Management, School of Business), Cathy Tompkins (Professor, Social Work, Associate Dean for Faculty Affairs, CHSS), Michelle Trejo (Faculty Senate Liaison, Student Government), Girum Urgessa (Associate Professor/CEIE), Ken Walsh (Vice President Strategic Initiatives, Chief of Staff, Office of the President), Wendy Watkins (Associate University Auditor, Office of University Audit), MIngkui Wei (Assistant Professor, Cybersecurity Engineering, VSE), Bob Witeck (BOV Liaison to the Faculty Senate), Elizabeth Woodley (University Ethics Officer, Institutional Compliance).