

**GEORGE MASON UNIVERSITY**  
**MINUTES OF THE FACULTY SENATE MEETING**  
**December 7, 2022**  
**Electronic Meeting, 3:00-4:15 p.m.**

*Number of Attendees: 96 ([List of Names](#))*

**I. Call to Order:** Chair Melissa Broeckelman-Post called the meeting to order at 3:02pm.

**II. Opening Remarks**

- Minutes from the November 16, 2022 meeting will be reviewed along with the minutes from this meeting at the next Senate meeting in January.
- The Faculty and Staff Holiday Party is on December 8, 1-3:30pm, Dewberry Hall, Johnson Center.
- John Rose has resigned as Faculty Senate Clerk, as his plans to retire from his full-time employment with the Federal Government have changed. We send him well wishes. Our hope for next semester is to create a GA position for the Senate Clerk. This would be a great learning opportunity for one of our graduate students, especially someone studying higher education policy and leadership. Look for an announcement about that soon.

**III. Unfinished Business and General Orders**

*Task Force on Reimagining Faculty Roles and Rewards*

- MBP turned over the role of Presiding Officer to Chair Pro Tem Charlotte Gill (CG) in order to speak as co-chair of the Task Force.
- Refresher on progress from last meeting
  - After extensive discussion, the first motion to endorse the goals laid out by the TFRFR passed with 22 yes votes, 7 no votes, and 4 abstentions.
  - Today we are moving on to the second motion, to charge the Organization & Operations Committee (O&O) to create a charge to convert the task force into a University Standing Committee
    - Goal of this motion is to formalize the committee so that it can oversee the implementation of the goals over the next five years and allow for the election and appointment of committee members – important to allow members to cycle on and off the committee as needed and ensure opportunities for participation in this important shared governance activity moving forward.
    - O&O is the Senate Standing Committee that is charged with creating all committee charges and defining the composition of each committee. We are not discussing what the charge or composition will be. That discussion will happen after O&O does their work and brings their recommendation to us next semester.
      - Lisa Billingham (LB) and CG are the co-chairs of O&O – send ideas and suggestions about the charge and composition of the committee to them after this meeting.
- Motion 2 proposed by LB and seconded by MBP: The Faculty Senate charges the Organization and Operations Committee with creating a charge to convert the current Task

Force on Reimagining Faculty Roles and Rewards into a University Standing Committee and to bring that to the full Faculty Senate for a vote in Spring 2023.

- Discussion on the motion
  - Comment: My concern that I expressed last time, and that I continue to hold, is that the task force did not emphasize tenure as a major safeguard of academic freedom, of the quality of education offered here, and of the continuous continuity and stability of the institution. I would particularly emphasize the academic freedom bit, which I think was not given sufficient attention in the task force report. I understand that we could wait to see what O&O comes up with, but I would prefer to charge O&O with including this appreciation of tenure.
  - An amended motion was proposed: The Faculty Senate charges the Organization and Operations Committee with creating a charge to convert the current Task Force on Reimagining Faculty Roles and Rewards into a University Standing Committee and to bring that to the full Faculty Senate for a vote in Spring 2023. The charge should include an appreciation of tenure as a major safeguard of academic freedom, of the quality of education offered here, and of the continuity and stability of the institution.
    - Discussion on the amended motion
      - Comment: I strongly support this amended proposal. I said at our last meeting that tenure is foundational to academic freedom on campus. It is a protection that we rely upon to resist internal and external pressures, and it is frankly a scandal that most of the teaching is done by faculty who do not enjoy this fundamental protection, and therefore it's our students who suffer most and are at most risk. This motion means that whatever route the committee takes in proposing enhancements to job security and protections for term faculty, tenure is the standard against which we compare all other alternatives.
      - MBP: I appreciate the importance of academic freedom and agree that it's really important. I do want to remind us that in the state of Virginia we don't actually get to use the word 'tenure' in our contracts, and so I'm concerned about adding this to O&O's charge, since it's not language we can use in our contracts. But I do think it's important to talk about academic freedom. This is not the only set of things the committee might pursue. I want to give O&O room to do their work and come back to us for feedback.
      - Comment: I concur with Melissa. I think right now the motion is basically to task O&O to create the new charge. I don't see a need right now to discuss the charge of the committee. We can provide

feedback when the time comes, but I don't think this is the time to do so now.

- Comment: I don't see a reason not to support the amendment insofar as it would fit into the charge of the new committee. It would be directly borrowing language from the Faculty Handbook. It wouldn't require us to get into legal haggling over what tenure is and so on. It doesn't require us to decide what tenure means in this state, just allows us to refer to the Handbook without further negotiations.
- Comment: People are getting stuck on words. The most impactful word here is tenure. I agree with Melissa that we cannot use the word tenure, but we *do* use the word tenure. I worry about this work continuing to get pushed off. So let the O&O committee do its work and come back sooner for feedback.
- Comment: I feel ambivalent about this. I see the point of the amendment but it feels a little bit heavy-handed to tell O&O they have to do it this way, instead of leaving them to figure it out and bring it back to us, and then we can debate it. There are other things I want to see, but I'll leave it to them or maybe shoot them some comments offline. So I don't think we necessarily need this here.
- Comment: The charge, including an appreciation of tenure, is in language that allows for a lot of leeway in terms of what the charge will actually do. There will be a lot more discussion about whatever charge actually does get written, but as someone on the O&O who will presumably be working on that, I don't see any problem with saying we'd like to think about this as part of the charge. I have no objection to this and ultimately we're going to be discussing it more in the spring anyway. So let's move forward and create the charge.
- Comment: I agree we should move forward and create the committee. It seems the hang-up is about the language. If we're not saying tenure then what are we saying for our faculty who do and don't receive academic freedom in that way? And how can we use that to reflect what our suggestions are for term faculty and others? We just need to find out what the appropriate contractual language would be when the charge is created.
- Comment: I want to comment on this hesitation about using the word tenure. All we're saying is that the committee should have tenure as part of the

conversation as the standard by which we judge all other ideas about job security, and how that relates to academic freedom. I want to remind folks that the word “tenure” appears all over the Faculty Handbook, and there’s been no concern about that in relation to Virginia law expressed in the many years I’ve been here. We also advertise tenure-track jobs. It’s not a taboo term that’s going to get anyone into trouble. I want to push back on this idea that we’re somehow taking a risk by including the words “appreciation for tenure” in a charge for this committee. I don’t think we are.

- Comment: I agree. The word “tenure” appears 88 times in the task force report, plus various mentions of “RPT,” where “T” standard for tenure. I don’t think it’s a dirty, taboo, or legal word. It’s a word we use all the time, and the Faculty Handbook has figured out how to encode it to make it comparable to the Code of Virginia. I am not sure what advice the Task Force received from University Counsel. Maybe we could see that advice in writing, but for now I think we should not hesitate to use the term.
- The Senate attempted a voice vote on the amendment to the motion that was too close to call. An electronic ballot was shared.
  - Yes: 26, No: 13. The motion to amend the language of Motion 2 passed.
- Continued discussion on Motion 2
  - Question: What would the relationship be between the new committee and the Faculty Matters committee?
    - MBP: The O&O committee would need to determine whether the membership included members of Faculty Matters or what that intersection might be. They will debate this and then bring to us.
    - LB (for O&O): We have to take into account all of the goals, and it’s probably going to take us time. I believe the Senate is going to take great care in how we build this, for all of the causes and reasons that this task force has done work for a year and a half. So everything will be considered, and the full Senate will have time to give comments. There are many other things that are part of Faculty Matters’ charge, and we will be looking at other university standing committees as well to make sure we are taking care of the work that needs to be done.
    - Kim Eby (for the Task Force): If you look at the goals and Appendix G with the work that needs to be done, this is very much a distributed model of the kind of administration and leadership and input that we’re going to need across



schools, colleges, and local academic units as well as existing committees. It might be that other committees in addition to Faculty Matters have roles in this. The broad scope of this is robust enough that we need to make sure we're being as inclusive as possible when we think about the membership.

- Solon Simmons (Faculty Matters co-chair): The Faculty Matters committee is a creature of the Senate specifically, whereas the standing committee, like the Term Faculty Committee, which also grew out of a task force, is a collaborative relationship between different parts of the university, including administration. It's a different kind of institution that doesn't report to and deliberate in the Senate, so I don't think it undermines the Faculty Matters charge in any way and it doesn't have the same authority within the Senate that Faculty Matters does. But it has a different kind of standing in the university.
- The Senate voted by acclamation to pass Motion 1.
- CG returned the role of Presiding Officer back to MBP for the remainder of the meeting.

#### IV. Committee Reports

##### Senate Standing Committees

- Executive Committee
  - While it has been wonderful to see people in person at our hybrid meetings, the reality is that only 10-15 people are typically in the room, and often 100 or more online. It is increasingly difficult to find a room big enough, and we always need to have an online option to allow equal participation from our remote and international campuses.
  - MBP proposed a motion on behalf of the Executive Committee that all Faculty Senate meetings for Spring 2023 will be held exclusively online via Zoom, except for the final meeting on April 26, 2023 (50<sup>th</sup> anniversary celebration), which we can follow with a reception.
    - Motion was seconded and passed by acclamation.
- Academic Policies
  - Introducing [Modifications for AP.1.5](#) that were made necessary because of new Graduate Council policies related to course withdrawal for graduate students, which didn't previously exist.
    - Graduate-level policies are exclusively handled by the Graduate Division/Council outside the purview of the Senate, unlike undergraduate policies, so we have left graduate-level policies out of the document shared here. You can contact the Graduate Division or your representatives on the Graduate Council if you want to see them.
    - In the modified AP.1.5 document we removed statements relating to graduate students, and throughout the different sections we specify that these policies are for undergraduate students so that there is no confusion about differences between undergraduate and graduate policies.

- We also added international students as another category of students who might be greatly impacted by a reduction in time/status, along with those receiving health insurance and Department of Veterans Affairs benefits.
  - A motion to approve the changes was submitted. No second needed as the motion comes from committee.
    - Motion approved by acclamation.
- Budget and Resources – no report.
- Faculty Matters
  - Ben Steger was elected as co-chair of Faculty Matters along with Solon Simmons.
  - We are working on a number of things that impact faculty directly, including pay equity for term faculty. Term faculty are noticing this issue and its importance, so please make sure to raise this as a matter of concern whenever these discussions are happening.
- Nominations
  - Thank you to all who have offered to fill various positions.
  - We are returning to the Grading Process Task Force, which was authorized by the Senate a couple of years ago and has languished. We'll be reaching out to each college for nominees based on the charge that was given. Expect to see movement on this in January.
- Organization & Operations
  - We will be coming to the floor with materials in the new year. We hope to go through the Executive Committee and then to Senate with the first round of changes in many years to the Bylaws, and you've given us a new charge to work on the charge for the TFRFRR committee.

#### Other Committees/Faculty Representatives

- COACHE report (Kim Eby & Supriya Baily)
  - Sharing executive summary and key findings from the most recent iteration of the COACHE survey.
  - The purpose of the survey is to deepen our understanding of faculty satisfaction at Mason. The first iteration was in 2019 and the second round in 2022.
  - There are 9 themes in the survey directly related to faculty work
  - Changes that have resulted from the 2019 survey results: prioritizing salary and compensation; robust information and resources on the RPT process now available on the Provost's website; additional guidelines on how we look at genuine excellence for teaching for tenure-line and term faculty; expansion of presidential awards for excellence.
  - Results of the initial survey are also informing the work of the Term Faculty Committee, Research Council, and ARIE; hiring of Director of Faculty Development and Career Advancement; and numerous school/college-level changes.
  - We're really proud of the continued active faculty engagement in the survey. We had a 58% response rate this time, which is 20% higher than our selected peers and 16% higher than our cohort institutions who also administered the

survey this spring. Responses are generally representative across schools/colleges, demographics, and faculty ranks.

- Key definitions:
  - Area of strength: we score first or second among selected peers AND in top 30% of cohort
    - 2019 strengths: faculty would recommend Mason; LAU culture and leadership; faculty leadership; satisfaction with support for teaching and learning; visible leadership support for diversity.
  - Area of concern: we score 5<sup>th</sup> or 6<sup>th</sup> among peers and bottom 30% of cohort
  - We created a third category, “area of growth,” in 2019 because we didn’t have any areas of concern that year.
    - 2019 areas of growth: salary and compensation; RPT; mentoring and mentoring support; appreciation and recognition; support and reward for interdisciplinary work
- Everyone has access to the [data dashboard, reports, and executive summaries](#) (requires 2FA login)
- 2022 priorities
  - Areas of strength: Shared governance; leadership (continued strength from 2019). Saw a jump in satisfaction with senior leadership (President and Provost). Pandemic response with Faculty Senate involvement was a good example of shared governance working well.
  - Areas of concern: Mentoring, clarity of tenure-related expectations and policies. We know these are issues and need to think about policies and communication.
  - Areas of growth: Salary and compensation; teaching and term faculty. Faculty satisfaction with teaching is mixed, with lowest level of satisfaction around equitability of teaching load but high scores on online and hybrid teaching support. Term faculty are well-regarded by tenure-track faculty colleagues: we scored in 92<sup>nd</sup> percentile on intellectual vitality, 80<sup>th</sup> for teaching effectiveness, and 76<sup>th</sup> for scholarly productivity of non-tenure-track faculty.
  - Best aspects of working at Mason (participant can choose top 2): geographic location, quality and support of colleagues, academic freedom – consistent with 2019. Diversity also appears this year.
  - Worst aspects mirror 2019: compensation, cost of living, teaching load, too much service, lack of support for research/creative work
- Next steps: sharing results and data, engaging community around findings, encouraging units to use data for planning and alignment of work across different areas like DEI.
- On behalf of the COACHE leadership team, we want to recognize the larger team and academic unit contacts who encouraged faculty to participate. This is a really important tool to improve quality of work life for faculty.
- Questions
  - When is the college-level data going to be available?
    - Office of Institutional Effectiveness and Planning (OIEP) is the official steward of the data; nobody else has access to the raw data. This is part of our confidentiality agreement with COACHE.

- OIEP is working on mapping out the data by schools and colleges. We're hoping that will be available by winter break, and when it's available it will be shared on the same website as all the other information.
- Student Senate: Patriot Public Interest Research Group (Adrianna Guerrero & Eden Anderson)
  - The Patriot Public Interest Research Group is a student advocacy group that runs campaigns to benefit and educate the Mason community and surrounding communities
  - Current campaign is the Hunger-Free Campus Campaign – working toward ensuring a variety of resources on campus for students experiencing food insecurity:
    - Short-term resources: fully-funded food pantry, increasing visibility of SNAP (Supplementary Nutrition Assistance Program) benefits, developing campus kitchens, creating a meal donation program to help students focus on school instead of worrying about where the next meal is coming from.
    - Long-term resources: ensure students are equipped with skills to cook, prepare food, and eat a nutritious diet so they can get through periods of food insecurity no matter how long they last.
  - Asking the Faculty Senate if it supports changes to syllabi to give information about food insecurity; interest in training on how to support students and help them identify support for basic needs; fill out faculty engagement survey.
  - Discussion
    - Comment: Thank you for doing this work. I'd prefer to see a single website or brochure with a central list of resources that is updated at the university level and available on Blackboard. Students could be facing many different issues and it is difficult to put them all in the syllabus – important information and key message might be missed.
    - Question: How do we support students who are experiencing insecurity?
      - Partial list of resources:
        - <https://stearnscenter.gmu.edu/knowledge-center/knowning-mason-students/student-support-resources-on-campus/>
        - <https://coaching.gmu.edu/masonresources/>
    - Comment from Jessica Harley, Nurse Practitioner at Student Health and ARIE health lead: Commend students for the project and interested in working with them to help promote the project and put together a list of resources.
    - Comment: Resources are student-oriented. Would be useful to have something for faculty too.
    - MBP: Request to Provost's Office to put information in Provost's Newsletter.
- Faculty Equity and Inclusion Committee (FEIC)
- Mason Core Committee
- Research Advisory Committee

- [Writing Across the Curriculum Committee](#)

**V. New Business – None.**

**VI. Announcements**

*Provost Ginsberg*

- At the end of the semester, we look back with great appreciation and pride, and look forward with anticipation for a great Spring semester.
- Encourage faculty to join Commencement celebrations to honor our graduates.

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

**VIII. Adjournment:** MBP wished everyone happy holidays and good luck with finals. The meeting was adjourned at 4:19pm.

## APPENDIX A SENATE STANDING COMMITTEES

### Academic Policies

#### Modification for AP.1.5

##### **AP.1.5 Withdrawal**

###### **AP.1.5.1 Course Withdrawal for Undergraduates**

Degree-seeking and non-degree undergraduate students are eligible to withdraw from courses without the dean's approval and at the student's discretion during two withdrawal periods: unrestricted withdrawal during which students may withdraw from one or more courses (after the last day to drop a course until the end of the 5th week of the semester) and selective withdrawal during which students may withdraw from a maximum of three courses during their entire undergraduate career at Mason (from the 6th week to the end of the 9th week of the semester). For the purpose of selective withdrawal, the three courses may have any number of credits and lecture and laboratory sections in which a student is co-enrolled are not counted as separate courses. For courses that meet for fewer than 15 weeks, the drop and withdrawal periods will be set in proportion to the length of the course.

###### **AP.1.5.2 Course Withdrawal with Dean Approval for Undergraduates**

For undergraduate students, course withdrawal after the selective withdrawal period or after a student has used all three selective withdrawals requires approval by the student's academic dean. This approval is typically given for all courses at once and permitted only for nonacademic reasons that prevent course completion.

###### **AP.1.5.3 Semester Withdrawal with Dean Approval for Undergraduates**

Undergraduate students who want to withdraw from all courses for a semester after the end of the withdrawal period may do so only for nonacademic reasons with the approval of the academic dean. Undergraduates taking three or fewer classes may use the selective withdrawal for all courses for a semester without dean approval; see [AP 1.5.1 Course Withdrawal for Undergraduates](#). Undergraduate students who stop attending all classes without the dean's approval and without processing selective withdrawals, if eligible, will receive a grade of F in all courses.

###### **AP.1.5.4 Effects of Course or Semester Withdrawal for Undergraduates**

For Undergraduate students, all withdrawals result in a notation of W on the student's transcript for the withdrawn course(s). While a W does not affect the GPA, withdrawn courses are counted as "attempted credit hours,". Course withdrawals are not included in the course repeat count (see [AP.1.3.4 Repeating a Course](#)). Once processed, a withdrawal cannot be rescinded.

Course withdrawal will result in a recalculation of student time status based only on enrolled courses remaining after withdrawal. A reduction in time status could have a negative effect in such areas as Financial Aid, access to certain campus facilities, health insurance, Department of Veterans Affairs (VA) benefits, International students' status, on-campus housing, and/or financial responsibility for withdrawn courses paid by a third party.

## Modifications for AP.1.5

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## APPENDIX B OTHER COMMITTEES

### Faculty Equity and Inclusion Committee (FEIC)

Submitted by Kelly Knight on November 16, 2022

**Members:** Kelly Knight, Peter Streckfus, Daphne King, Shekila Melchior, R. V. Pierre Rodgers

- **Committee chairs:** Knight and Streckfus are serving as committee co-chairs.
- **Meetings this semester:**
  - o The FEIC has had committee representation at the fall Inclusive Excellence Council meetings held on September 6<sup>th</sup>, October 6<sup>th</sup>, and November 3<sup>rd</sup>.
  - o October 14, 2022: The FEIC Committee met as a group to meet new committee members as well as to discuss the FEIC plans for the year.
  - o November 4, 2022: The FEIC Committee met with the Sharnnia Artis (Vice President for Diversity, Equity, and Inclusion and Chief Diversity Officer) and Millie Rivera (Director, Faculty Diversity, Inclusion and Well-being, Office of Faculty Affairs and Development). During this meeting, we discussed ways to get a better collective sense of faculty DEI needs. To accomplish this goal, the FEIC is going to gather and review data from various sources to better understand faculty DEI needs, the faculty understanding of the University's DEI goals, as well as the general DEI climate at Mason.
  - o Future meeting plans:
    - Next meeting is scheduled for December 2, 2022.
    - Guests to be invited to future meetings:
      - Kim Eby & Gesele Durham (Coache Survey Leadership Team)
      - Andrew Lane (HR)
- **Plans for the year:**
  - o Reviewing DEI data from the Coache Survey
  - o Review data from Gallop Survey
  - o Gather data from the various DEI climate surveys that have been conducted at the various colleges
  - o If needed, develop a faculty survey in partnership with the Faculty Senate and the DEI office that addresses the gaps in faculty DEI needs
  - o Develop plans for the "FEIC Road Show" to various colleges to increase awareness of FEIC



## **Mason Core Committee**

Submitted by Debra Stroiney on November 28

### **Committee members:**

Laura Poms, Bethany Usher, Abena Aidoo, Anne Verhoeven, Courtney Wooten, Samaine Lockwood, Deb Stroiney, Lauren Cattaneo, Jaime Clark, Jason Kinser, Matt DeSantis, Liz White, Nishok Chitvel, Shelley Reid, Shun Ye, Krista Shires

**Program Coordinator:** Krista Shires

Mason Core Committee held a meeting on November 10th. There were no proposals to review that month. During the meeting, updates were provided from the assessments team, and the Capstone/Synthesis task force. A continued discussion was held on updates to the application and review of proposals for the core.

## **Research Advisory Committee**

### **Meeting Minutes November 18, 2022**

Members present: Olds, Roess, Sadana, Tanyu, Zhan, Chair: Olds

The meeting came to order at 14:00 on Zoom. Each of the members summarized their hopes and concerns for research at Mason in a round robin fashion. These included:

1. Better support for experimentalists on the faculty
2. Better fidelity to the generally accepted attributes of an R1 university including:
  1. Teaching loads
  2. Consistency across academic units
  3. Graduate student housing
  4. Graduate student stipends
3. Active facilitation of Center grants led by Mason faculty but including other institutions
4. Better representation of Mason in Richmond at the level of the state government
5. OSP efficiency
6. Start up packages

The attending members agreed to adopt the above list as the priorities for the Committee for their term.

The attending members discussed electing a Committee Chair and Olds was elected by email in the week following the meeting.

### **Previous Meeting minutes**

Submitted by Lance Liotta on November 11, 2022

The topic of current progress for the Faculty Senate Research Subcommittee over the past year has been the Subcommittee's support and guidance for Mike Laskofski's program, called RAMP, for revamping the

Mason research grant system for submitting and tracking grant applications and grant awards. Creating, and implementing, a completely revamped grant submission and tracking system for Mason researchers was a necessary step for Mason to retain its prestigious R1 status parity with other R1 universities.

To be on par with other R1 research universities, Mason needed 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. The Subcommittee asked Mike to present his action plan to the Faculty Senate for improving the infrastructure and data collection functions of OSP. The goal is to reduce the administrative burden on Mason scientists. Mike created a power point presentation of the OSP action plan which the Research Subcommittee reviewed, made comments on, and approved. This action plan power point presentation was then presented by Mike Laskofski to the entire Faculty Senate. Over the following 8 months the Research Subcommittee continued to communicate with Mike during the implementation phases of his plan. Members of the Subcommittee served on the OSP PIs working group to provide research faculty viewpoints on the components, timing, training modules, and faculty awareness, and implementation timing of the RAMP system.

Members of the Research Subcommittee obtained feedback from early adopters, and noted corrections or improvements in the user interface to pass on to the OSP RAMP team. Members

of the Subcommittee made themselves available to meet with new users, and to advise Dean leadership concerning the urgent need to decentralize and redistribute OSP grant functions, to the Colleges for improved efficiency. Such redistribution requires additional hiring of research administrative staff that has been championed by Mike Laskofski and the Colleges.

The RAMP system is now fully operational. Over the next year of the Faculty Senate, the Subcommittee will continue to interface with the OSP RAMP team, and will gather RAMP user feedback. An important goal for the upcoming year is a full report to the Faculty Senate on the RAMP measures of success.

The research Subcommittee Chair has continued to interface with Julie Zobel, the Assistant Vice President, Safety, Emergency and Enterprise Risk Management, at the command of President Washington, 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. 245,000 saliva surveillance COVID tests have been conducted for the Mason student and staff community, with a turnaround time less than 24 hours. This has achieved for Mason a premier record low incidence of COVID in our faculty and student community. Importantly, this has significantly reduced the period of time researchers were diverted from on campus laboratory work, compared to comparable Research Universities.

### **Writing Across the Curriculum Committee**

Submitted by Seth Hudson on November 30

WAC met on November 11th, 2022. Currently committee members have divided into three working groups, addressing: 1) unit-focused support for WI course designation and associated faculty; 2) committee preparation for undertaking the campus-wide WI review process, and; 3) the charge, and composition of, the Writing Across the Curriculum committee in the future.

The committee's next meeting is scheduled for: December 9th, 2:00-3:30, via Zoom.

## **APPENDIX C**

### **COACHE REPORT**

The slides presented by the COACHE team follow on the next pages.



# 2022 COACHE Executive Summary & Key Findings

Fall 2022

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





# What is the Harvard COACHE Partnership?

## National Research-Based Partnership

### Mason's COACHE Faculty Engagement Goals

- Develop a robust, data-informed understanding of faculty satisfaction
- Benchmark results to and learn from peers
  - Broad cohort and selected peer institutions
- Enact a strategic change initiative to improve faculty outcomes through action plans that respond to the data

**Mason first administered this survey in 2019.  
We administered a second round in Spring 2022.**



## Faculty Satisfaction 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

# Changes resulting from the 2019 COACHE findings

- Salary and compensation have continued to be top administrative priority
- Robust information and resources about RPT have been added to the Office of the Provost website
- Additional efforts to promote faculty accomplishments & achievements



# Changes resulting from the 2019 COACHE findings (cont.)

- Results are informing current work (e.g., Term Faculty Committee, Research Council, and ARIE work)
- Director of Faculty Development and Career Advancement has been hired
- Numerous school/college initiatives in response to the data

# 2022 COACHE Response Rates

All full-time tenure-line faculty, as well as instructional and clinical term faculty, were invited to complete the 2022 Faculty Satisfaction Survey.

**Our response rate was 58%, 20 percentage points higher than our selected peers and 16% higher than cohort institutions who administered the survey this past spring.**

The 879 respondents are generally representative of the Mason faculty across Colleges/Schools, demographics groups, and faculty ranks.

# Key Definitions

An “Area of Strength” as one in which the institution scores first or second among our selected peers AND is in the top 30% of the survey cohort.

An “Area of Concern” is one in which the institution scores fifth or sixth among our selected comparison peers AND is in the bottom 30% of the cohort.

In 2019, we crafted a third area called “Area of Growth” as we did not have any specific Areas of Concern as defined by COACHE.

# 2019 COACHE priorities

Areas of Strength	Areas for Growth
Faculty would recommend Mason	Salary and compensation
Department/Local Academic Unit (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

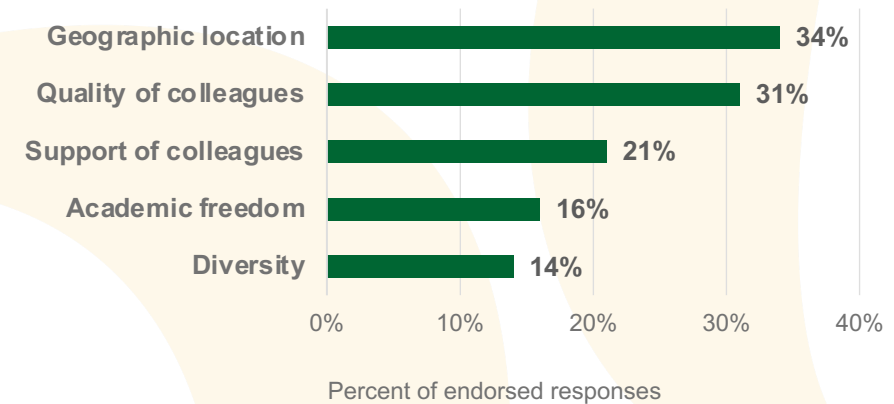
# 2022 COACHE priorities

Areas of Strength	Areas of Concern	Areas of Growth
<b>Shared Governance</b> Adaptability, Productivity, Shared Sense of Purpose, Trust, Understanding the Issue at Hand	<b>Mentoring</b>	<b>Salary and Compensation</b>
<b>Leadership</b> Departmental/LAU, Senior	<b>Tenure-related</b> Clarity of expectations, policies	

# Key Findings: Best Aspects of Working at Mason

- Geographic location (34%)
- Quality of colleagues (31%)
- Support of colleagues (21%)
- Academic freedom (16%)
- Diversity (14%)

2022 Best Aspects of Working at Mason

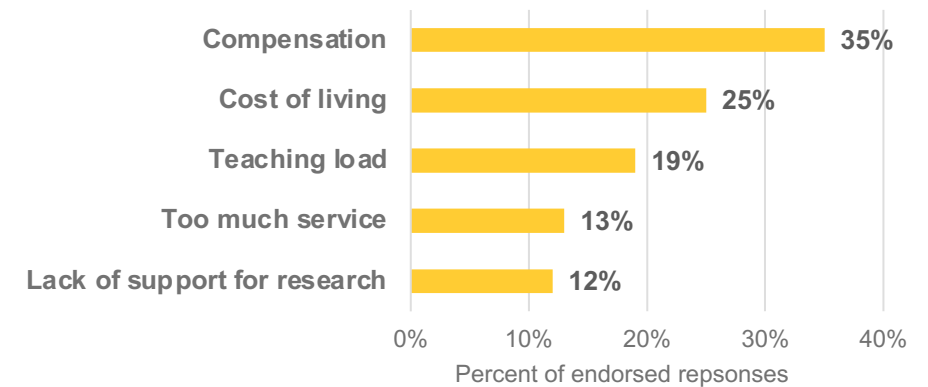


COACHE invites survey respondents to think of the institution as a whole to select two items that they consider the best aspects of working at Mason and two that represent the worst aspects of working at Mason. These are the top five responses from faculty for the best aspects.

# Key Findings: Worst Aspects of Working at Mason

- Compensation (35%)
- Cost of living (25%)
- Teaching load (19%)
- Too much service/ too many assignments (13%)
- Lack of support for research/creative work (12%)

2022 Worst Aspects of Working at Mason



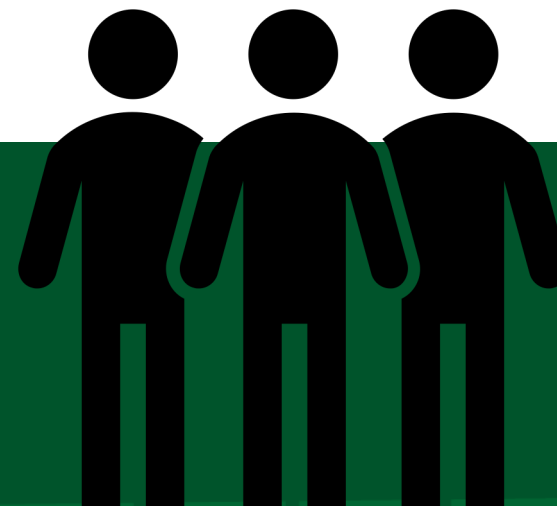
COACHE invites survey respondents to think of the institution as a whole to select two items that they consider the best aspects of working at Mason and two that represent the worst aspects of working at Mason. These are the top five responses from faculty for the worst aspects.

# Key Findings



## Governance

Shared Governance and Senior Leadership were identified as Areas of Strength at Mason. Faculty satisfaction with Faculty Leadership remains quite high.



## Leadership

We continue to see strength at the departmental level, particularly with respect to departmental leadership.



# Key Findings



## Teaching

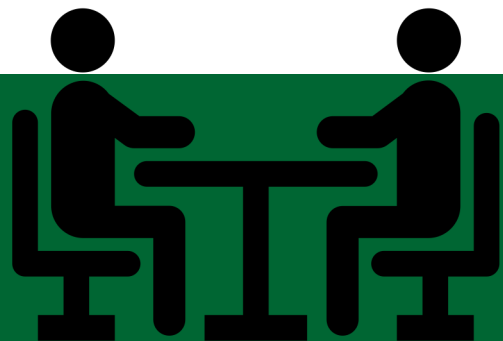
Faculty satisfaction with their teaching was mixed: impressively high in some areas, but relatively low in others.



## Term Faculty

Term faculty are well-regarded by faculty colleagues at Mason.

# Key Findings



## Mentoring

Mentoring, an Area for Growth based on spring 2019 survey results, is now identified as an Area of Concern.



## P&T Issues

Issues related to Promotion and Tenure is an Area of Concern, particularly with respect to Tenure Policies and Clarity of Tenure Expectations.

# What's Next in our COACHE Cycle



# Wrapping Up

- Thank you to the Mason faculty community
- Looking forward to seeing how data can inform efforts
- Questions?





<https://provost.gmu.edu/faculty-matters/mason-coache-partnership>



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### Demographic Response Rates (2022)

All Faculty	58%
Tenured faculty	55%
Pre-tenure faculty	57%
Term faculty	61%
Associate professor	60%
Full professor	54%
Men	51%
Women	64%
White	59%
Underrepresented Minorities	56%
Faculty of Color	55%
Asian/Asian-American	53%

Response Rates by School/College	2019	2022
Jimmy and Rosalynn Carter School for Peace and Conflict Resolution	85%	89%
College of Education and Human Development	76%	76%
College of Health and Human Services	64%	70%
Mason Korea	NA	67%
School of Business	60%	65%
College of Science	58%	60%
College of Humanities and Social Sciences	66%	56%
Schar School of Policy and Government	54%	52%
College of Visual and Performing Arts	59%	50%
INTO Mason	78%	47%
College of Engineering and Computing	62%	47%
Antonin Scalia Law School	41%	24%

**APPENDIX D**  
**PATRIOT PUBLIC INTEREST RESEARCH GROUP**

The slides presented by the Patriot Public Interest Research Group follow on the next pages.

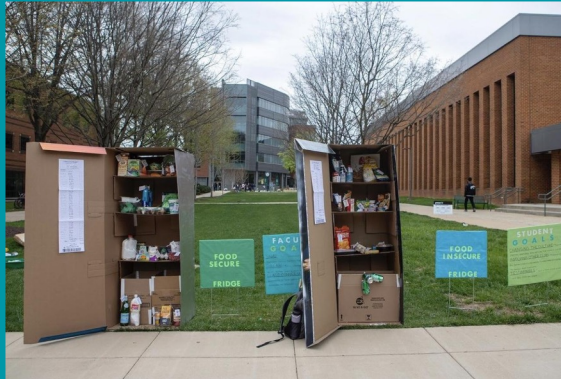




Hunger Free Campus Campaign

# About PIRG

- What does PIRG stand for?
  - Public Interest Research Group
- We are a student advocacy group who runs campaigns that will benefit the Mason community
- Things we do: tabling, educating students, legislative work, and work alongside with GMU admin



# Objective of Hunger Free Campaign



- Ensure there are a variety of resources on George Mason's Campus that has a long term and short term benefits for students experiencing food insecurity
- The resources we are actively advocating for are
  - A fully funded Patriot Pantry
  - Increased visibility of SNAP (Supplemental Nutrition Assistance Program)
  - Support the current development of CampusKitchens
  - Create a donation meal swipes program
  - Cooking Classes ( how to cook on a budget)
  - Recipes Books ( how to cook on a budget)

# Our questions to the faculty senate

- Would you all support changes to syllabi to include food resources on campus?
- Would you be interested training for faculty regarding how to support students not receiving basic needs?
- We have created a survey for faculty to complete regarding our campaign!





**Thank you  
for your time!**

**Are there any questions  
or comments**



**December 7, 2022**  
**LIST OF ATTENDEES**

**96 Total Listed Attendees (46 Senators and 50 Visitors)**  
**3 Additional Visitors attended who chose not to be listed**

**46 Senators present:** Alan Abramson, Karen Akerlof, Jatin Ambegaonkar, Dominique Banville, Alok Berry, Lisa Billingham, Virginia Blair, Michelle Boardman, Melissa Broeckelman-Post, Jamie Clark, Richard Craig, Tim Curby, Delton Daigle, Douglas Eyman, Daniel Garrison, Tim Gibson, Charlotte Gill, Victoria Grady, Liling Huang, Bijan Jabbari, Kerri LaCharite, Tamara Maddox, Alexandra Masterson, Kumar Mehta, Jennifer Messier, Laurie Miller, Anna Pollack, Marvin Powell, Keith Renshaw, Kathleen Roberts, Greg Robinson, Pierre Rodgers, Esperanza Roman-Mendoza, Zachary Schrag, Gene Shuman, Solon Simmons, Cristiana Stan, Benjamin Steger, Kun Sun, Rebecca Sutter, Mohan Venigalla, Anne Verhoeven, Theresa Wills, David Wong, Thomas Wood, Jie Zhang.

**7 Senators absent:** Meagan Call-Cummings, Edward Gero, Eugene Kontorovich, Lisa Lister, Catherine Sausville, Jessica Scarlata, Matthew Theeke.

**50 Visitors present:** Friba Alizai, Eden Anderson, Ann Ardis, Supriya Baily, Lisa Breglia, Emily Brennan-Moran, Tom Butler, Aurora Chang, Shannon Davis, Deb Dickenson, Kathleen Diemer, Kim Dight, Vicki Dominick, Kim Eby, Cynthia Fuchs, Mark Ginsberg, Marcy Glover, Ingrid Guerra Lopez, Adrianna Guerrero, Renate Guilford, Jessica Harley, Ginny Hoy, Seth Hudson, Toshia Johnson, Matt Kelly, Jason Kinser, Melanie Knapp, Misty Krell, Jaime Lester, Doug McKenna, Janette Muir, Graziella Pagliarulo McCarron, Sarah Parnell, Laura Poms, Shelley Reid, Marguerite Rippey, Catherine Saunders, Michele Schwietz, Pam Shepherd, Frank Strike, Cathy Tompkins, Girum Urgessa, Bethany Usher, Tobi Walsh, Michelle Williams, James Willis, Bob Witeck, Courtney Wooten, Claire Wurmfeld, Phillip Zane.