

**GEORGE MASON UNIVERSITY**  
**MINUTES OF THE FACULTY SENATE MEETING**  
**AUGUST 25, 2021**  
**Electronic Meeting, 3:00 – 4:15 p.m.**

**Number of attendees:** 144 (Aug 25); 116 (Sep 8 continuation) *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 of April 21 and April 28, 2021:** Hearing no corrections, the minutes of April 21 and April 28, 2021 were approved as submitted.

**III. Opening Remarks – Melissa Broeckelman-Post, Chair**

Chair Broeckelman-Post welcomed everyone, with particular recognition of new Senators joining for the first time and colleagues from Mason Korea. She reminded Senators that they represent not just themselves or specific units or groups, but the entire college/school from which they were elected and the university at large. Thus, it is critical to seek feedback from others on proposals that are about to come to the floor, to listen to colleagues and think carefully about the needs and interests of all of constituents, and the well-being of the university as a whole, when voting on matters that come before the Senate.

Chair Broeckelman-Post announced the appointment of Keith Renshaw as Chair Pro Tempore, Suzanne Slayden as Parliamentarian, and Karen Akerlof and David Wong as Sergeants-at-Arms. She also welcomed BOV Liaison: Visitor Bob Witeck ([bob@witeck.com](mailto:bob@witeck.com)). Finally, she announced that Rector Jimmy Hazel will address the Faculty Senate on Sept. 22, 2021 and Feb. 9, 2022, and that President Washington will address the Faculty Senate on Dec. 1, 2021 and Apr. 20, 2022.

Before moving onto business, the Chair noted that the chat feature had been disabled to limit distractions, and that Senate would adhere to Robert's Rules of Order with regard to Senators waiting until being recognized to speak, not speaking on a motion a second time until everyone else has had an opportunity to speak at least once, and speaking on a motion only twice. Next, to ensure completion of elections, Chair Broeckelman-Post suggested that the order of the agenda be changed to move special orders before committee reports. No objection was made.

**IV. Special Orders – Elections**

Nominations Chair Richard Craig noted that the Nominations Committee made multiple calls for nominees for committees and representative slots, reviewed all nominees with an eye toward balancing college/school representation and returning/new members of committees in developing their slate of nominees presented today. Chair Broeckelman-Post then proceeded through the slate, calling for additional nominees from the floor for each committee or representative slot. In the following instances, additional nominees were made from the floor:

1. Faculty Matters Committee: Lisa Lister
2. Nominations Committee: Bijan Jabbari, Charlotte Gill, Doug Eyman
3. Faculty Handbook Revisions Committee: Tim Gibson

4. Mason Core Committee: Laura Poms, Courtney Wooten, Anne Verhoeven
5. University Promotion, Tenure, and Renewal Appeal Committee: Rebecca Sutter
6. Faculty Representative to the IP Committee: Michael Buschmann
7. FS Representative to the Term Faculty Committee: Lisa Lister
8. Faculty Representative to the Undergraduate Council: Ginny Blair

All nominees for committees for which no additional nominees were made from the floor were approved unanimously. Senators then moved into a Zoom Breakout room for additional votes, but there were problems with the online ballot for some. In addition, after the meeting, it became apparent that more nominees were needed for the Mason Core Committee. Once all nominees were settled, remaining voting was redone after the meeting by electronic ballot, with final results tallied as of Friday August 27. The full list of approved nominees is shown in [Appendix A](#).

## V. Committee Reports

### A. Senate Standing Committees

#### *Executive Committee – Melissa Broeckelman-Post*

- Chair Broeckelman-Post announced that “Senate coffee chats” will continue on Zoom this semester – any faculty member can talk with members of the Senate Executive Committee about concerns or issues before the Senate. Held either on the Friday before or after the Senate meeting each month (schedule and Zoom links in [Appendix B](#)).
- Task Force on Reimagining Faculty Roles and Rewards
  - Overview provided by Chair Broeckelman-Post
    - Last spring, Executive Committee was charged with (1) revised Faculty Success Initiative and (2) developing alternative proposal by which term faculty might transition to tenure track lines. Concluded that these are interrelated concerns that need to be addressed together, along with several other challenges (e.g., before finding ways for term instructional faculty to move into teaching intensive tenure track roles, we need to clearly define what a teaching intensive tenure track role looks like). We need to do the same for administrative and leadership intensive faculty roles that also include teaching and research.
    - Executive Committee met multiple times to brainstorm and then develop and revise this charge. Recognized that we would need strong collaboration with administration to accomplish the ambitious goals. After positive responses from Provost Ginsburg, President Washington and Chief of Staff Walsh, a “whiteboard session” was held with Executive Committee, committee chairs of several faculty committees, representatives from each college/school, and representatives from the Provost Office.
    - The result was the current proposal for a joint Task Force (faculty and administration) focused on aligning organizational goals and faculty contributions in the workload and reward structure to be more inclusive (original proposal shown in [Appendix C](#)).

- Motion to approve charge and composition of the Task Force on Reimagining Faculty Roles and Rewards came from Executive committee. Floor then opened for discussion, approached section by section.
- Section 1 (paragraph begins with “Identifying”) – Discussion
  - Initial discussion included Senators voicing concern about: (1) use of “reward” to describe tenure; (2) lack of acknowledgement of benefits that tenure brings to broader institution by facilitating shared governance and academic freedom; (3) interests of creating pathway to tenure for instructional term faculty might get lost in this expanded scope.
  - Follow-up discussion noted that many term faculty are more concerned about workload issues, potential for service on certain committees, access to study leave, and other issues than they are about pathways to tenure
  - In response to question about having subcommittees address various pieces, Chair Broeckelman-Post clarified that “Part 1” of this work involves high-level recommendations, as well as likely assignment of specific issues to committees.
- Section 2 (corresponding to #2 in proposal)
  - Senator voiced concern that the focus is on things other than tenure (e.g., evergreen contracts) – tenure isn’t only for research, it is absolutely to protect academic freedom in the classroom, as well
  - Other Senators again voiced concern about an exclusive focus on tenure – not everyone wants tenure. One Senator noted that some people on tenure-track don’t *get* tenure and then lose their jobs. Much further discussion was had pointing out both merits and drawbacks of the focus on tenure.
  - One Senator pointed out that the work of the Task Force as proposed will be precisely to address these issues under discussion, gather input, and develop a comprehensive set of recommendations
  - Another Senator noted that issues like workload, salary inequities, and other things affecting term faculty are already being addressed within individual units – this Task Force would not tackle those
  - Question was raised about ensuring possibility of movement among various roles, not only research-intensive to teaching-intensive (as referenced in 2.b.i). Chair clarified that the intent was broader – this was a result of wordsmithing to shorten charge.
- At 4:10, a motion was made to adjourn to the Sep 8 continuation meeting, to allow time for newly elected FS Standing Committees to meet and elect chairs for the year.

- On Sep 8, at 3:00pm, Chair Broeckelman-Post called the continuation meeting to order and opened the floor for the continued discussion.
- Some questions and discussion arose around the overall purpose of the task force and the problem to be addressed.
- A series of amendments to the composition were proposed, and after seconds and discussion, all were approved:

- Change from 3 faculty elected by general faculty to 4 faculty (2 term, 2 tenure-line) elected by general faculty
    - Change from and 3 faculty appointed by FS Executive Committee to 4 faculty (2 term, 2 tenure-line) appointed by FS Executive Committee
    - Change from 1 Senator elected by FS to 2 Senators (1 term, 1 tenure-line) elected by FS
    - Remove “in consultation with Provost” from language describing appointments by Provost
  - An additional amendment was proposed (and seconded) to add a sub-point ‘iii’ to Section 2.b, as follows: “What policies and procedures would be needed to implement tenure/promotion pathways (inclusive of term faculty) for (a) teaching-intensive faculty, (b) research-intensive faculty, (c) leadership-intensive faculty, and (d) any other categories derived from the work of the Task Force.”
    - Discussion points centered around the role of tenure in protecting teachers as well as researchers, whether this new proposal was redundant with existing Section 2.b.i, and whether introducing this additional point might result in “tunnel vision” of the task force in focusing only on tenure.
    - After extensive discussion, the amendment was approved.
  - An additional amendment was proposed to add “and vice versa” to 2.b.i. The motion was seconded and approved.
  - Further discussion led to questions about whether the work of this task force could be done by an existing committee or group, and whether the work of this task force would detract from work already ongoing to address issues of workload, equity, and other issues particular to term faculty.
  - The creation of the task force was put to a vote, and was approved. The final charge and composition are shown in [Appendix D](#).
- The question of whether it was “of urgent necessity” to vote for Senators for the task force was raised, but no such urgency was recognized. Nominations Committee was charged with putting together nominees for the general faculty election and the Faculty Senate election.

*Academic Policies – Suzanne Slayden, Chair*

- A motion was made to change the definition of a credit hour in Catalog Policy AP 2.3 (Credit Hours) to add the following language: “In the virtual environment, one unit of credit normally represents a minimum of two hours of out-of-class work and one hour of attendance or participation in: - a synchronous or asynchronous class, lecture, or recitation where there is opportunity for direct interaction between the instructor and students; or - an asynchronous learning activity involving academic engagement in which the student interacts with technology that can monitor and document the amount of time that the student participates in the activity.” There was no debate, and the motion was approved.
- Senator Slayden also noted several additional issues the AP Committee was working on, including:

- Academic calendar for the next 2 years – has not yet been finalized, but will be soon, and it will include a listing of religious holidays, to facilitate religious accommodations.
- Finding a way to distinguish a grade of F by a student who never attended class from a grade of F earned through student work.
- Effect of Incomplete and other temporary grades on students, particular graduate students (grades of IN affect their ability to teach/TA in the next semester)
- Dean’s List – Catalog says students are eligible if they earn a 3.5 GPA, but Registrar has “informally interpreted” that if a student receives an F in a semester, they are ineligible, even with a GPA of 3.5 that semester – the committee is requesting input on whether that should be the actual policy, or the policy should be as it is currently *formally* written.

*Budget and Resources - Kumar Mehta, Co-Chair: no report*

*Faculty Matters – Solon Simmons, Chair*

- Chair Simmons announced that FM Committee is fielding the Faculty Evaluation of Administrators survey until September 23rd. Response rates are always a bit of a challenge – at about 19% now. Emphasized that the administration is paying closer attention to the FEA now, particularly qualitative comments. Asked Senators to reach out to chairs and ask them to send a note suggesting faculty should fill out the survey.
  - A question was raised about surveys being better anonymized, due to faculty concerns about being identified. It was clarified that no demographic information is gathered.
  - Another question was raised about the surveys being online, which raises the possibility of privacy violations. These concerns were also addressed with regard to how data are collected.

*Nominations – Charlotte Gill, Co-Chair*

- Senator Gill addressed the following issues remaining after voting that took place in the prior meeting and after:
  - Not enough nominees for the Writing Across the Curriculum Committee had been brought forward on Aug 25. Nominations presented 3 additional nominees. No additional nominees were made from the floor, and the 3 nominees were elected.
  - The election for Mason Core Committee resulted in the need for a runoff between the top two vote-getters who did not receive a majority – one to fill a standard 3-year term, and the second to fill the final year of a vacated slot. A ballot was administered via Qualtrics, with the two nominees being Andrea Zach and Matt Cronin. Andrea Zach was elected to the 3-year slot, and Matt Cronin was elected to finish the term of the vacant slot.
  - One of the nominees who had been elected to UPTRAC was not eligible for the slot they were elected to. Nominations Committee put Richard Craig forward for the slot. No additional nominees were made from the floor, and Richard Craig was elected.
  - The Admissions Committee needed one member of the Faculty Senate’s Budget and Resources Committee as a member. Kumar Mehta was put

forward by the Nominations Committee. No additional nominees were made from the floor, and Kumar Mehta was elected.

- An Admissions Task Force focused on English language proficiency had requested a Faculty Senate representative. Laurie Miller nominated herself from the floor. No additional nominees were made, and Laurie Miller was elected.
- The full list of approved nominees can be found in [Appendix A](#).

*Organization and Operations – Lisa Billingham, Chair*

- Senator Billingham noted that finalists for the Ombuds position would be coming to campus soon, and Senators would receive invitations to open presentations.
- Senator Billingham presented the proposed revisions to the Multilingual Academic Support Committee, summarized as follows:
  - adding a student member
  - updating unit names as they have changed since this was written in 2015
  - committee will have the opportunity now to report back to Faculty Senate and to any university leaders or committees whose initiatives impact the success of Mason’s multilingual students
  - The updates were approved (see [Appendix E](#) for updated charge)

**B. Other Committees/Faculty Representatives**

- Chair Broeckelman-Post asked that we look at the announcements that are in the agenda and the reports that have been shared.
  - Academic Initiatives 2020-2021 Annual Report [Link to report](#)
  - UPTRAC 2020-2021 Annual Report [Link to report](#)
  - Writing Across the Curriculum 2020-2021 Annual Report [Link to report](#)
  - Reports from Faculty Representatives to BOV Finance & Land Use and Research Committees [Appendix F](#)
  - Honor Code and Integrity Process Reminders [Appendix G](#)

Adjournment: The continuation meeting was adjourned at 4:16 p.m.

Respectfully submitted,  
Keith Renshaw  
Secretary

**Appendix A**  
**Election Results**

***FACULTY SENATE STANDING COMMITTEES & SECRETARY***

**ACADEMIC POLICIES** (Elected 8/25/21)

Kerri LaCharite (CHHS – 2023)

Zachary Schrag (CHSS -2023)

Cristiana Stan (COS - 2023)

**BUDGET AND RESOURCES** (Elected 8/25/21)

Kumar Mehta (SBUS - 2023)

Gene Shuman (VSE -2023)

**FACULTY MATTERS** (\*elected 8/27/21)

Solon Simmons (CARTER - 2023)\*

Bethany Letiecq (CEHD - 2023)\*

Lisa Lister (CHSS - 2023)\*

**ORGANIZATION AND OPERATIONS** (Elected 8/25/21)

Lisa Billingham (CVPA - 2023)

Ken Griffin (CHHS - 2023)

Charlotte Gill (CHSS - 2023)

**NOMINATIONS** (Elected 8/25/21)

Bijan Jabbari (CEC- 2023)

Charlotte Gill (CHSS – 2023)

Doug Eyman (CHSS – 2023)

**SECRETARY** (Elected 8/25/21)

Keith Renshaw (CHSS - 2023)

***UNIVERSITY STANDING COMMITTEES***

**ACADEMIC APPEALS** (Elected 8/25/21)

Catherine Wright (CHSS - 2023)

Anthony Sanders (SBUS - 2023)

Lee Solomon (COS - 2023)

Ana Stoehr (Nursing - 2023)

**ACADEMIC INITIATIVES** (Elected 8/25/21)

Nathan Burtch (COS - 2023)

Xiaomei Cai (CHSS - 2023)

**ADMISSIONS** (Elected 8/25/21)  
Roberto Pamas (CEHD – 2024)  
Megan Erb (COS - 2024)

**ADULT LEARNING AND EXECUTIVE EDUCATION COMMITTEE** (Elected 8/25/21)  
Niki Vlastara (SBUS – 2023)  
Susan Trencher (CHSS - 2023)

**ATHLETIC COUNCIL** (Elected 8/25/21)  
George Perry (SBUS - 2023)

**EFFECTIVE TEACHING** (Elected 8/25/21)  
Philip Mink (SCHAR - 2023)  
Katherine Russell (CEC - 2023)

**EXTERNAL ACADEMIC RELATIONS** (Elected 8/25/21)  
Chaowei Phil Yang (COS - 2023)  
Isaac Gang (VSE - 2023)  
Maria Nykyforovych (SBUS - 2023)

**FACULTY EQUITY AND INCLUSION COMMITTEE** (Elected 8/25/21)  
Pierre Rodgers (CEHD - 2023)  
Kelly Knight (COS - 2023)  
Peter Streckfus-Green (CHSS - 2023)  
Daphne King (CHHS - 2023)

**FACULTY HANDBOOK REVISION COMMITTEE** (\*Elected 8/27/21)  
Tim Gibson (CHSS - 2024)\*

**GRIEVANCE COMMITTEE** (Elected 8/25/21)  
Nate Greenberg (CHSS – 2023)  
Anthony Sanders (SBUS - 2023)  
Kyeung Mi Oh (Nursing - 2023)  
John Farina (CHSS -2023)

**MASON CORE COMMITTEE** (elected \*8/27/21; elected \*\*9/8/21)  
Abena Aidoo (CEHD – Spring 2022 - 2024)\*  
Laura Poms (CHHS- 2024)\*  
Anne Verhoven (COS – 2024)\*  
Courtney Wooten (CHSS – 2024)\*  
Andrea Zach (CHSS – 2024)\*\*  
Matt Cronin (SBUS – Fall 2021)\*\*



**MULTILINGUAL ACADEMIC SUPPORT COMMITTEE (Elected 8/25/21)**

Kristy Park (CEHD - 2023)

**RECREATION ADVISORY COMMITTEE (Elected 8/25/21)**

Gene Shuman (VSE - 2023)

**RESEARCH ADVISORY COMMITTEE (Elected 8/25/21)**

Rashmi Sadana (CHSS - 2024)

Amy Hutchison (CEHD - 2024)

Charlotte Gill (CHSS - 2024)

**SALARY EQUITY STUDY (Elected 8/25/21)**

Andrew Novak (CHSS - 2023)

**TECHNOLOGY POLICY (Elected 8/25/21)**

Catherine Sausville (COS – 2023)

Laura Miller (INTO MASON - 2023)

Lee Solomon (COS -2023)

Jessica Matthews (CHSS - 2023)

**UNIVERSITY PROMOTION, TENURE AND RENEWAL APPEAL COMMITTEE (Elected 8/25/21)**

Richard Craig (CHSS)

Pallab Sanyal (SBUS)

Sita Slavov (SCHAR)

**WRITING ACROSS THE CURRICULUM (Elected \*8/25/21; elected \*\*9/8/21)**

Virginia Blair (CHHS – 2023)\*

Jacquelyn Brown (SBUS – 2023)\*

Katherine Russell (CEC - 2023)\*

Esther Namubiru (Provost's Office/INTO MASON/Honors College - 2023)\*

Seth Hudson (CVPA)\*\*

Leslie LaCroix (CEHD)\*\*

Trevor Thrall (Schar)\*\*

***FACULTY REPRESENTATIVES TO COMMITTEES***

**FS REP TO ACADEMIC INTEGRITY ADVISORY COMMITTEE (Elected 8/25/21)**

Kristy Park (CEHD)

**FS REP TO ADVISORY BOARD FOR EXPORT COMPLIANCE (Elected 8/25/21)**

Maheshkumar P. Joshi (SBUS -2022)

**FAC REP TO FACULTY/STAFF PARKING APPEALS COMMITTEE** (Elected 8/25/21)  
Cynthia Lum (CHSS - 2023)

**FS REP TO GRADUATE COUNCIL** (Elected 8/25/21)  
Cristiana Stan (COS)

**FAC REP TO INFORMATION TECHNOLOGY GOVERNANCE GROUP** (Elected 8/25/21)  
Alexandra Masterson (COS)

**FAC REP TO INTELLECTUAL PROPERTY COMMITTEE** (Elected 8/27/21)  
Michael Buschmann (CEC) – full term  
Chaowei Yang (COS) – replacement for vacant slot

**FS REP TO NEW VENTURES ADVISORY COUNCIL** (Elected 8/25/21)  
Charlotte Gill (CHSS)  
Kumar Mehta (SBUS)

**FS REP TO OUTSTANDING ACHIEVEMENT AWARDS COMMITTEE** (Elected 8/25/21)  
Douglas Eyman (CHSS)

**FAC REP TO SYSTEMS ADMINISTRATION LEADERSHIP TEAM** (Elected 8/25/21)  
Kevin Dunayer (CVPA & CEHD)

**FS REP TO TERM FACULTY COMMITTEE** (Elected August 27, 2021)  
Solon Simmons (Carter)

**FAC REP TO UNDERGRADUATE COUNCIL** (Elected 8/25/21)  
Senator Ginny Blair (CHHS)

**FS REP TO UNIVERSITY NAMING COMMITTEE** (Elected 8/25/21)  
Karen Akerlof (COS)

## **Appendix B Senate Coffee Chats**

Friday, August 27, 9:30am

<https://gmu.zoom.us/j/97415916917?pwd=Qno1UU1qL3d1b1E2OGcrSGsweXFRUT09>

Friday, September 24, 9:30am

<https://gmu.zoom.us/j/91891864102?pwd=SHpOQ3kzb3FOVDZxRmhTRGxDMk1zdz09>

Friday, October 22, 9:30am

<https://gmu.zoom.us/j/97056826569?pwd=a0g1TitvME1ZUHRub1JFT1hFaHl6dz09>

Friday, November 12, 9:30am (early meeting)

<https://gmu.zoom.us/j/93344872940?pwd=U21WTTI3VXdM3BkZmdZSG8zdKNTZz09>

Friday, December 10, 9:30am

<https://gmu.zoom.us/j/98105626609?pwd=R3Y5MXdWTFh5bGQ4ZW5YNTRKZzdiQT09>

Friday, January 21, 9:30am

<https://gmu.zoom.us/j/99736264257?pwd=QUNpb1BkOFcycVYxanRYL1FBTlJPQT09>

Friday, February 11, 9:30am

<https://gmu.zoom.us/j/95897890149?pwd=Q0tIR3ZKTGpiTURTenNBMIB2S08xQT09>

Friday, March 4, 9:30am

<https://gmu.zoom.us/j/94595718253?pwd=QytmS21hM0t0bnRyWWZvc2l5SWp2UT09>

Friday, March 25, 9:30am

<https://gmu.zoom.us/j/93316017023?pwd=OEEvOHNaY01zMDYyUXBBZXgyeGs0UT09>

Friday, April 8, 9:30am

<https://gmu.zoom.us/j/94906414256?pwd=WERzcm45Nkw4VmwrVUVIN1JYOExtQT09>

Friday, April 29, 9:30am

<https://gmu.zoom.us/j/99494738076?pwd=cjNZaUEwWEw2Yjd5UUFLS1VCT2xMZz09>

## Appendix C ORIGINAL PROPOSAL

### *Task Force on Reimagining Faculty Roles and Rewards*

As George Mason University approaches its 50<sup>th</sup> anniversary, Mason has grown into a university that produces BOTH world-changing research AND a top-tier, accessible, and transformational educational experience for students. To continue advancing both of these public missions and be more inclusive of the growing breadth in faculty activities, there is a need to align organizational goals, faculty contributions, and the faculty workload and rewards structure (including the processes of evaluation, contracting, and promotion).

The Faculty Senate of George Mason University charges the *Task Force on Reimagining Faculty Roles and Rewards* with undertaking the following:

1. Identify what faculty responsibilities and workload distributions are needed to support the university's dual teaching and research missions, inclusive of both tenure-line and term faculty. This process should include identifying different models and opportunities from other institutions as well as within Mason, and should consider the impact on institutional goals (e.g., instruction and mentoring; research, scholarship, and creative activities; community engagement; diversity, equity, and inclusion work; and leadership, service, and professional development).
2. Recommend next steps for what would be needed for Mason to implement a more inclusive, clearly defined organizational faculty roles and rewards model.
  - a. The Task Force shall describe the important elements of a more inclusive faculty roles and rewards structure and address the following questions:
    - i. What are the policies and procedures that would be needed to implement a more inclusive faculty roles and rewards structure?
    - ii. What opportunities and challenges are associated with adopting different models?
    - iii. Who are the relevant decision-making entities (e.g., Board of Visitors, Faculty Senate, University Standing Committees, Provost)?
  - b. The Task Force shall explore the conditions in which faculty might be able to request adjustments to their faculty contributions and workload, addressing the following questions:
    - i. How might faculty be able to move from term to tenure-line as well as research-intensive to teaching-intensive or service/leadership-intensive contributions? Detail should be provided on how and by whom the application and the approval of such changes might be undertaken.
    - ii. How might term faculty be able to earn long-term contractual stability, such as 'teaching tenure' or evergreen contracts, in line with the "permanent or continuous tenure" called for in the AAUP 1940 Statement of Principles on Academic Freedom and Tenure<sup>1</sup>?
  - c. The Task Force shall propose revisions to the rewards structure of Renewal, Promotion, and Tenure to incorporate this more inclusive vision.
3. Report to the Faculty Senate Executive Committee in late January 2022, with a subsequent presentation to the full Faculty Senate no later than March 2022.

---

<sup>1</sup> <https://www.aaup.org/report/1940-statement-principles-academic-freedom-and-tenure>

**The Task Force shall be composed of the following\*:**

Chair of the Faculty Senate (co-chair);

Associate Provost of Faculty Affairs and Development (co-chair);

Three elected faculty, elected by the general faculty —one tenured Full Professor, one tenured Associate Professor, one term faculty who has been through at least one level of promotion;

Three appointed faculty, appointed by Faculty Senate Executive Committee in consultation with the Provost)—one tenured Full Professor, one tenured Associate Professor, one term faculty who has been through at least one level of promotion;

One Faculty Senator, elected by the Faculty Senate;

One Dean (appointed by Provost);

One Associate Dean of Faculty Affairs (or similar role, appointed by Provost);

One representative from Research Council (appointed by Provost); and

One Local Academic Head/Department Chair (appointed by Faculty Senate Executive Committee in consultation with the Provost)

\*The overall composition of the committee MUST include representation from *at least* 8 different schools and colleges.

**Appendix D**  
**FINAL APPROVED VERSION**  
***Task Force on Reimagining Faculty Roles and Rewards***

As George Mason University approaches its 50<sup>th</sup> anniversary, Mason has grown into a university that produces BOTH world-changing research AND a top-tier, accessible, and transformational educational experience for students. To continue advancing both of these public missions and be more inclusive of the growing breadth in faculty activities, there is a need to align organizational goals, faculty contributions, and the faculty workload and rewards structure (including the processes of evaluation, contracting, and promotion).

The Faculty Senate of George Mason University charges the *Task Force on Reimagining Faculty Roles and Rewards* with undertaking the following:

1. Identify what faculty responsibilities and workload distributions are needed to support the university's dual teaching and research missions, inclusive of both tenure-line and term faculty. This process should include identifying different models and opportunities from other institutions as well as within Mason, and should consider the impact on institutional goals (e.g., instruction and mentoring; research, scholarship, and creative activities; community engagement; diversity, equity, and inclusion work; and leadership, service, and professional development).
2. Recommend next steps for what would be needed for Mason to implement a more inclusive, clearly defined organizational faculty roles and rewards model.
  - a. The Task Force shall describe the important elements of a more inclusive faculty roles and rewards structure and address the following questions:
    - i. What are the policies and procedures that would be needed to implement a more inclusive faculty roles and rewards structure?
    - ii. What opportunities and challenges are associated with adopting different models?
    - iii. Who are the relevant decision-making entities (e.g., Board of Visitors, Faculty Senate, University Standing Committees, Provost)?
  - b. The Task Force shall explore the conditions in which faculty might be able to request adjustments to their faculty contributions and workload, addressing the following questions:
    - i. How might faculty be able to move from term to tenure-line as well as research-intensive to teaching-intensive or service/leadership-intensive contributions and vice versa? Detail should be provided on how and by whom the application and the approval of such changes might be undertaken.
    - ii. How might term faculty be able to earn long-term contractual stability, such as 'teaching tenure' or evergreen contracts, in line with the "permanent or continuous tenure" called for in the AAUP 1940 Statement of Principles on Academic Freedom and Tenure<sup>2</sup>?
    - iii. What policies and procedures would be needed to implement tenure/promotion pathways (inclusive of term faculty) for (a) teaching-intensive faculty, (b) research-intensive faculty, (c) leadership-intensive faculty, and (d) any other categories derived from the work of the Task Force.
  - c. The Task Force shall propose revisions to the rewards structure of Renewal, Promotion, and Tenure to incorporate this more inclusive vision.

---

<sup>2</sup> <https://www.aaup.org/report/1940-statement-principles-academic-freedom-and-tenure>

**The Task Force shall be composed of the following\*:**

Chair of the Faculty Senate (co-chair);

Associate Provost of Faculty Affairs and Development (co-chair);

Four elected faculty, elected by the General Faculty – two of which will be on tenure-track contracts and two on term contracts;

Four appointed faculty, appointed by the Faculty Senate Executive Committee – two of which will be on tenure-track contracts and two on term contracts.

Two Faculty Senators, elected by the Faculty Senate; one of whom would be on tenure track contract and one on a term contract.

One Dean (appointed by Provost);

One Associate Dean of Faculty Affairs (or similar role, appointed by Provost);

One representative from Research Council (appointed by Provost); and

One Local Academic Head/Department Chair (appointed by Faculty Senate Executive Committee

\*The overall composition of the committee MUST include representation from *at least* 8 different schools and colleges.

## Appendix E

### ***Approved Revised Charge and Composition for Multilingual Academic Support Committee***

**Charge:** The committee will be responsible for assisting in the implementation of efforts to support Mason's multilingual students' academic success. This will include identifying the needs and accomplishments of multilingual students, offering input on the types of direct student resources (e.g., classes and tutoring services) needed for students with varying English language (writing, speaking, listening, and reading) abilities, assessing the types of faculty development support needed to enhance the teaching of linguistically diverse students across the curriculum, and evaluating the types of administrative support needed to enable key programs to lead specialized curriculum and faculty development efforts. The committee will make recommendations about policies and resources based on this work to Faculty Senate and to any university leaders or committees whose initiatives impact the success of Mason's multilingual students.

**Composition:** The Committee will include one representative from each of the following areas: Writing Center, Stearns Center for Teaching and Learning, Writing Across the Curriculum Program, University Libraries, Composition/English Courses Faculty, Basic Communication Courses, INTO Mason, Center for Culture, Equity, and Empowerment, Undergraduate Education, Graduate Education, Academic Advising Office of Institutional Effectiveness and Planning, and Office of International Programs and Services. There will be one student representative, elected by the Student Senate. In addition, there will be three elected faculty representatives (including one faculty senator), from at least two separate colleges/schools, each serving staggered 2-year terms.



## Appendix F Reports from Faculty Representatives to the BOV Committees

### *Finance and Land Use Committee: David Gallay*



#### School of Business

Enterprise Hall, 4400 University Drive, MS 1B1, Fairfax, Virginia 22030  
Phone: 703-993-1880; Fax: 703-993-1867

May 7, 2021

Meg Caniano  
Faculty Senate Clerk  
George Mason University

Here's my summary of the key outcomes, including three Board approvals, from the May 6, 2021, Board of Visitor's Finance and Land Use Committee meeting.

1. Reviewed the FY 2021 Q3 Financial Report and Yearend Forecast.
2. Approved the FY 2022 University Operating Budget. This budget reflects revenue and expense plans for the 2021-2022 academic year, including tuition, room and board rates, and fee rates.
  - a. Expenses are expected to be \$1.249 billion in FY22. This amount represents a 10.4% increase over the 3Q FY21 forecast.
  - b. Tuition, room and board rates, and fee rates: \$25,749/year for in-state; \$49,209 for out-of-state. These respective amounts represent an increase over the previous year of \$0 in tuition, \$105 in fees, and \$540 in average room and board costs.
3. Approved the Two-Year Capital Plan. Major projects include the following:
  - Improve Telecom/Network Infrastructure
  - Engineering and Science Building
  - Student Innovation Factory Building
4. Approved the Fairfax Washington Gas request for a 75 square foot easement to connect the existing main gas line for Peterson Company housing development on Roberts Road. The developer will pay Mason \$2,000 for the easement.
5. Received a presentation on the audit results on the University's FY 2020 financial statements.

A handwritten signature in black ink that reads "David R. Gallay".

David R. Gallay, D.Sc.  
Associate Professor of Finance  
Faculty Representative to the Finance and Land Use Committee

## ***Research Committee: Andrew Novak***

The Research Committee met on May 6. We heard from Dr. Aurali Dade, the Interim VP for Research, who updated the Board on the strong research performance of the University. She specifically mentioned recent grants of between \$500,000 and \$3.5 million for research on, among many other projects, gender equality in technology careers, epidemiological issues on Covid-19, concussion injuries, testing on Venezuelan equine virus, and Covid-19 impacts on police departments. In total, faculty received 350 funding awards. Proposals increased in number and greatly increased in value this year. The new VP for Research will be Dr. Andre Marshall beginning July 1. Dr. Marshall is currently at the University of Maryland and is an expert in fire protection engineering. Dr. Dade also updated the board on the activities of the three major interdisciplinary institutes. The University is also engaged in a “tech talent investment program,” which is a multi-faceted effort to develop the University’s own computer infrastructure, educational programming in computer science, faculty recruitment in AI and computing, and student recruitment in this field.

The Committee also heard from Dr. Liza Wilson Durant from the School of Engineering about the Arlington campus development project. The new building on the Arlington campus is designed to be an innovative collaborative space among community residents, corporate partners, students, and faculty; the building itself is a public-private partnership that is designed to have office space for industry partners and non-profits. Because the new building will not be built until 2025, the University is renovating 10,000 square feet in Vernon Smith Hall as a microcosm of the new building. The renovated space will support laboratories, classroom space, a pro bono law clinic, an office of technology transfer, and office space for rent to industry partners. This innovation “pilot space” opened in April 2021 with program partners working on automobile automation, wireless security, security of manufacturing and supply chains, and 5G security in the space. Industry partners who are potential tenants are also invited, along with philanthropists. The Commonwealth will match \$500,000 from the state’s cyber initiative. On May 6, 2021, the new pilot space received its certificate of occupancy.

Finally, the Committee heard about COVID-19 vaccination efforts at George Mason University. We heard from Dr. Julie Zobel, Dr. Rebecca Sutter, and Dr. Caroline Sutter, to talk about how GMU wanted both a mass vaccination site and equity vaccination efforts for underserved populations. In the realm of mass vaccinations, GMU opened EagleBank Arena as a mass vaccination site the last week in January (previously, vaccines were given out at the HUB, but this space was less accessible). Thus far, GMU has given out 50,000 vaccinations at EagleBank Arena and 70,000 total vaccines across all clinics. At EagleBank Arena, 3,000 vaccines are given out per day, four days a week, with 70 to 90 volunteers and staff per day (from a pool of about 400 students, volunteers, and staff). This clinic is cited as the best vaccine clinic in the area based on patient experience.

In addition to the mass vaccination site, the University is also engaged in equity vaccination efforts. These include mobile COVID-19 vaccine clinics, which were launched April 4. These involve 40 volunteers and staff (about 18 per event), which are able to provide 300 to 400 vaccines per event, two days per week. In total, this program has distributed about 1000 doses across Fairfax and Prince William County. The goal with the mobile clinics is to get around transit and other barriers. Soon, Pfizer will be authorized for 12 to 15 year olds, which will increase demand. The other equity vaccination effort is through targeted community based “Mason And Partners” (MAP) clinics, which are for very disadvantaged communities. Since the launch in January 2021, the MAP clinics have administered about 19,000 doses, or about 1,000 per day two to three days per week. The MAP clinics go door to door or people’s homes to provide the vaccine, with about 200+ volunteers, staff, students (20-30 per day).

Currently, demand is softening at the mass vaccination site, which is an opportunity to ramp up the work of the mobile clinics and the MAP clinic. As EagleBank doses decline, equity clinics will be bumped

up to four to five days per week. One goal here is to institutionalize the public health emergency response in case of another public health emergency. The other equity issue is that with the Johnson & Johnson pause, students are receiving one dose on campus and then returning home for the summer, which creates a problem for receiving the second dose. GMU is coordinating with other Virginia universities to make sure that GMU students who live elsewhere in the state can access a convenient facility for their second dose.

Dr. Andrew Novak (JD, PhD Law)  
Term Assistant Professor  
Department of Criminology, Law, and Society  
George Mason University  
Licensed to practice law in New York and Washington, DC

# Honor Code And Integrity Process Reminders

2021-2022 Academic Year

[Oai.gmu.edu](http://Oai.gmu.edu)



## Space Usage/Office Hours

- Due to space constraints in SUB I Suite 4100 and the inability to maintain appropriate social distancing, OAI Operations will remain virtual. Prehearing meetings, faculty consults, and “in-person” hearings will take place either via Zoom or Blackboard.
- SUB I will be open with a skeleton staff but no in person operations will be scheduled in the suite for the safety of our staff as well as students.
- Our office staff is available M-F from 9 am to 5 pm.



## Important reminders

- If your case involves the use of an online study site please remember the following:
  - Almost all sites will take down information if you request it. However, only Chegg will assist in an investigation. If you need information as evidence from a site other than Chegg, get your screen shots **first** before requesting the take down.
  - Do not wait until **AFTER** you have referred to request information from Chegg as the student has the right to review that information and extensions will not be granted while you wait for investigation results.
- The narrative of your case is as important as the supporting documents- please be clear in what you are alleging in your narrative so the student and the committee understands the allegations.



## Important reminders

- The office is open year-round, and the case process proceeds year-round. Professors are expected to respond to student statements and participate in "in-person" hearings. Please monitor your email if you have submitted a case.
- As the student has the **MOST** to lose in the case if they are found in violation, please note that we do not delay in person reviews due to a professor's sabbatical. If you are not present to assist in the case, please let us know who in your department is available.
- Always remember when submitting cases to include your syllabus and where applicable, assignment/test instructions.
- Students who are not accused of unauthorized collaboration (working together) should be referred separately, even if they are accused of the same action (e.g. using Chegg during exam 1).



## Important reminders

- When making sanction recommendations, please consider including an educational sanction, as the goal of our process is to educate students and prevent future violations. Detailed information regarding sanction guidelines can be found on our website, under the "Refer a Case Here" section.
- We have moved away from progressive grade sanctions for subsequent referrals. Your grade sanction should be based on the assignment/violation in question and not whether it is a first, second, or third referral.



## LIST OF ATTENDEES

August 25, 2021

**Senators present:** Alan Abramson, Karen Akerlof, Matt Andre, Ann Ardis, Alok Berry, Lisa Billingham, Ginny Blair, Melissa Broeckelman-Post, Hyun Young Cho, James Conant, Richard Craig, Betsy DeMulder, Douglas Eyman, Daniel Garrison, Edward Gero, Tim Gibson, Charlotte Gill, Mark Ginsberg, Victoria Grady, Ken Griffin, Bijan Jabbari, Kerri LaCharite, Bethany Letiecq, Lisa Lister, Tamara Maddox, Kumar Mehta, Daniel Menascé, Marvin Powell, Keith Renshaw, Pierre Rodgers, Esperanza Roman Mendoza, Laurie Miller, Rachele Holmes Perkins, Gregory Robinson, Catherine Sausville, Jessica Scarlata, Zachary Schrag, Gene Shuman, 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 Galloway, Germaine Louis, Fernando Miralles-Wilhelm, Alpaslan Özerdem, Maury Peiperl, Ken Randall, Mark Rozell, Ilya Somin, Gregory Washington.

**Visitors present:** Lester Arnold (Vice President, Human Resources and Payroll), Marie Alice Arnold (Interim Executive Director, Global Education Office), Shams Bahabib (Office Manager, Interdisciplinary Center for Economic Science), Matthew Berlejung (ITS Classified Staff, Staff Senator), Michelle Boardman (Associate Professor of Law, Antonin Scalia Law School), Melanie Bopp (Head, Access Services, University Libraries), Laurence Bray (Associate Provost, Graduate Education), Lisa Breglia (Senior Associate Dean, Undergraduate Academic Affairs, College of Humanities and Social Sciences), Emily Brennan-Moran (Assistant Professor, Dept. of Communication), Alecia Bryan (Admin Faculty/ Associate Director of Development/ CHSS Development), Andrew Bunting (Executive Director, Enrollment Services, Office of the Provost), Jo-Marie Burt (Associate Professor, Schar School of Policy and Government), Tom Butler (Senior Associate Registrar), Carlos Chism, Janet Dandridge (Instructor, AVT), Stacy D'Angelo (Marketing Coordinator, Digital Communications, Communications and Marketing), Shannon Davis (Associate Dean, GMU Korea), Deb Dickenson (Vice President for Finance, Fiscal Services), Kathleen Diemer (Associate Vice President, Advancement Relations), Kimberly Dight (Executive Director, Finance and Human Resources, College of Humanities and Social Sciences), Fatou Diouf (Assistant Professor, Info Systems and Operations Management, School of Business), Kim Eby (Associate Provost, Faculty Affairs and Development), Jen Fehsenfeld (Team Lead, Arts and Humanities Team (University Libraries), Lourdes Fernandez (Term faculty English), Kimberly Ford (Director of Personnel Operations/Academic Administration and Operations/Office of the Provost), Charles Garrettson (Assistant Term Professor, Religious Studies), Marcy Glover (Ops Manager/Office of the Provost), Kim Goodwin-Slater (Director of Finance, Volgenau School of Engineering), Steven Harris-Scott (Interim Associate Director of Faculty Affairs and Strategic Initiatives, INTO Mason), Jo Ann Henson (University Libraries), Molli Herth (Program Manager, Faculty Affairs and Development, Office of the Provost), Caitlin Horan (Assistant Dean, Graduate Academic Services / School of Business), Kimberly Hoffman (Lead, Science and Technology Team and Mercer Library, University Libraries), Virginia Hoy (Term Asst Professor, English & BIS), Erin Iacangelo (SciTech Event Coordinator, Chair, Staff Senate), Lesley Irminger (Staff Senator, Treasurer (Event Coordinator, University Events), Weiwen Jiang (Assistant Professor, Electrical and Computer Engineering), Hina Kazmi, Stevie Kelly (Administrative Specialist / Faculty Affairs and Development), Eugene Kim (Term Assistant Professor in Department of Bioengineering), Jason Kinser (Department Chair and Associate Professor, Computational and Data Sciences), Nick Kirkstadt (Assistant Director of Care and Outreach / SSAC), Senior Vice President Carol Kissal, Misty Krell (Director of Academic Affairs, School of Integrative Studies), Vin Lacovara (Institutional Compliance Leader, Office of Audit, Risk, and Compliance), Tim Leslie (Associate Professor, Geography and Geoinformation Science), Jaime Lester (Associate Dean of Faculty Affairs, Strategic Initiatives, College of Humanities and Social Sciences), Jocelyn Lewis (Head, Resource Acquisition, University Libraries), Paul J. Liberty (Vice President, Government and Community Relations), Kimberly MacVaugh (Librarians' Council Vice-Chair), Amanda Madden (Asst. Professor/History and Art History/RRCHNM), Christopher Magee (Social Sciences Librarian / Librarian / University Libraries), Andre Marshall (Vice President for Research, Innovation, and Economic

Impact), Jessica Matthews (Associate Director of Composition, Department of English), Erin Maughan (CHHS-new faculty in School of Nursing), Doug McKenna (University Registrar), Graziella Pagliarulo McCarron (Assistant Professor, Leadership Studies, School of Integrative Studies), Helen McManus (Head, Collections Strategy, University Libraries), Janette Muir (Vice Provost, Academic Affairs), Lisa Nguyen (Associate Director of Data Analytics, Office of Institutional Effectiveness and Planning), Amanda Ogisi (Associate Director, Academic Integrity), Cindy Parker (Term Associate Professor), Sarah Parnell (Operations and Administration Manager, Office of the Provost), Christy Pichichero (Assoc. Prof. French & History; CHSS Director of Faculty Diversity), Thomas Polk (Acting Director, Writing Across the Curriculum), Laura Poms (Associate Professor, GCH), Cesar Rebellon (Professor, CLS), Shelley Reid (Stearns Center), Lauren Reuscher (Community Manager/Staff Senator), Milagros Rivera (Director of Faculty Diversity Inclusion and Well Being - Faculty Affairs and Development), Christine Rollins (Coordinator of Care and Outreach, Housing and Residence Life), Christine Rosenfeld (Assistant professor – Geography and Geoinformation Science), Catherine Saunders (Term Faculty, English), Michele Schwietz (Associate Dean for Research, College of Humanities and Social Sciences), Pam Shepherd (Communications Director, Office of the Provost), Krista Shires (Curriculum Specialists/UE), Matthew Smith (Director of Accreditation/Office of the Provost), Paula Sorrell (Associate Vice President, Office of Research, Innovation and Economic Development), Jasmine Spitler (Assessment Librarian/University Libraries), Cathy Tompkins (Associate Dean for Faculty Affairs - CHHS; Social Work Professor), Girum Urgessa (Associate Professor/CEIE), Bethany Usher (Associate Provost for Undergraduate Education), Xuan Wang (Assistant Professor, Electrical and Computer Engineering), Kristen Wever (Assistant Director, Advanced Biomedical Sciences, College of Science), Preston Williams (Presidential Communications Manager, Office of Communications), James Willis (Professor and Chair, Criminology, Law and Society), Bob Witeck, BOV Faculty Senate Liaison, Elizabeth Woodley (University Ethics Officer, Institutional Compliance), Courtney Wooten (Director of Composition and Assistant Professor/English), Melanie Yousefi (Assistant Professor), Steven Zhou (GAPSA President)

### **September 8, 2021 (continuation)**

**Senators present:** Alan Abramson, Karen Akerlof, Matt Andre, Ann Ardis, Alok Berry, Lisa Billingham, Virginia Blair, Melissa Broeckelman-Post, James Conant, Betsy DeMulder, Douglas Eyman, Daniel Garrison, Tim Gibson, Charlotte Gill, Mark Ginsberg, Victoria Grady, Ken Griffin, Bijan Jabbari, Kerri LaCharite, Bethany Letiecq, Lisa Lister, Tamara Maddox, Kumar Mehta, Daniel Menascé, Marvin Powell, Keith Renshaw, Pierre Rodgers, Esperanza Roman Mendoza, Laurie Miller, Gregory Robinson, Catherine Sausville, Jessica Scarlata, Zachary Schrag, Gene Shuman, 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, Richard Craig, Rick Davis, David Gallay, Edward Gero, Germaine Louis, Fernando Miralles-Wilhelm, Alpaslan Özerdem, Maury Peiperl, Rachelle Holmes Perkins, Ken Randall, Mark Rozell, Ilya Somin, Gregory Washington.

**Visitors present:** LaShonda Anthony (Director, Academic Integrity, University Life), Ashley Archer (Assessment and Survey Coordinator, Office of Institutional Effectiveness and Planning), Supriya Baily (Associate Professor, FAST TRAIN, College of Education and Human Development), Laurence Bray (Associate Provost, Graduate Education), Lisa Breglia (Senior Associate Dean, Undergraduate Academic Affairs, College of Humanities and Social Sciences), Alecia Bryan (Admin Faculty/ Associate Director of Development/ CHSS Development), Jennifer Chism (Director of Admissions Operations, Admissions), John Cantiello (Associate Professor, Health Administration and Policy, College of Health and Human Services), Shannon Davis (Associate Dean, GMU Korea), Matthew DeSantis (Executive Director, Institutional Effectiveness, Office of Institutional Effectiveness and Planning), Kimberly Dight (Executive Director, Finance and Human Resources, College of Humanities and Social Sciences), Fatou Diouf (Assistant Professor, Info Systems and Operations Management, School of Business), Kim Eby (Associate Provost for Faculty Affairs and Development), Brian Fitzpatrick (Part-time Faculty, English), Kimberly Ford (Director of Personnel Operations/Academic Administration and Operations/Office of the Provost), Said Ganjalizadeh



(Assistant Professor, Information Systems and Operations Management, School of Business ), Marcy Glover (Ops Manager/Office of the Provost), Renate Guilford (Associate Provost, Administration), Molli Herth (Program Manager, Faculty Affairs and Development, Office of the Provost), Virginia Hoy (Term Asst Professor, English & BIS), Seth Hudson (Associate Professor of Game Writing, College of Visual and Performing Arts), Michael Hunter (Resource Sharing Librarian, Access and Resource Management, University Libraries), Erin Iacangelo (SciTech Event Coordinator, Chair, Staff Senate), Emily Ihara (Associate Professor and Interim Chair, Social Work), Misty Krell (Director of Academic Affairs, School of Integrative Studies), Lauren Kuykendall (Associate Professor, Psychology), Tim Leslie (Associate Professor, Geography and Geoinformation Science), Jaime Lester (Associate Dean of Faculty Affairs, Strategic Initiatives, College of Humanities and Social Sciences ), Itamara Lochard (Director, Cyber Policy Studies, CARE, Volgenau School of Engineering), Amanda Madden (Asst. Professor/History and Art History/RRCHNM), Christopher Magee (Social Sciences Librarian / Librarian / University Libraries), Jessica Matthews (Associate Director of Composition, Department of English), Graziella Pagliarulo McCarron (Assistant Professor, Leadership Studies, School of Integrative Studies), Janette Muir (Vice Provost, Academic Affairs), Lisa Nguyen (Associate Director of Data Analytics, Office of Institutional Effectiveness and Planning ), Amanda Ogisi (Associate Director, Academic Integrity), Sarah Parnell (Operations and Administration Manager, Office of the Provost ), Peter Plavchan (Assistant Professor, Physics and Astronomy), Thomas Polk (Acting Director, Writing Across the Curriculum), Shelley Reid (Stearns Center), Lauren Reuscher (Community Manager/Staff Senator), Marguerite Rippey (Associate Dean of Graduate Academic Affairs, College of Humanities and Social Sciences ), Kathleen Roberts (Instructor of Accounting, School of Business ), Deborah Sanchez (Term Assistant Professor, English Language, INTO George Mason University), Catherine Saunders (Term Faculty, English), Sheena Serslev (Associate Director, Institutional Assessment, OIEP), Pam Shepherd (Communications Director, Office of the Provost), Matthew Smith (Director of Accreditation/Office of the Provost), Paul So (Professor and Chair, Physics and Astronomy), Jasmine Spitler (Assessment Librarian/University Libraries), Cathy Tompkins (Associate Dean for Faculty Affairs - CHHS; Social Work Professor), Jacelyn Tyson (Director of Administration and Budget, Communications and Marketing), Gium Urgessa (Associate Professor/CEIE), Bethany Usher (Associate Provost for Undergraduate Education), Wendy Watkins (Associate University Auditor), Eleanor Weis (Director of Development, College of Humanities and Social Sciences), James Willis (Professor and Chair, Criminology, Law and Society), Elizabeth Woodley (University Ethics Officer, Institutional Compliance), Courtney Wooten (Director of Composition and Assistant Professor/English), Steven Zhou (GAPSA President)