

GEORGE MASON UNIVERSITY
MINUTES OF THE FACULTY SENATE
October 5, 2011
Robinson Hall B113, 3:00 - 4:15 p.m.

Senators Present: Sheryl Beach, Jim Bennett, Alok Berry, Doris Bitler, John Cantiello, Arie Croitoru, Maggie Daniels, Charlene Douglas, Robert Dudley, John Farina, Daniel Garrison, Susan Hirsch, Kathryn Jacobsen, Dan Joyce, David Kuebrich, Howard Kurtz, Alan Merten, Linda Monson, Star Muir, Elavie Ndura, Paula Petrik, Peter Pober, Earle Reybold, Edward Rhodes, Pierre Rodgers, Jim Sanford, Joe Scimecca, Suzanne Scott, Suzanne Slayden, Ray Sommer, Thomas Speller, Peter Stearns, June Tangney, Eva Thorp, Susan Trencher, Halaevalu Vakalahi, Phil Wiest, John Zenelis, Stanley Zoltek.

Senators Absent: Jack Censer, Vikas Chandhoke, Rick Coffinberger, Lloyd Cohen, Yvonne Demory, Kelly Dunne, Cody Edwards, Mark Ginsberg, Lloyd Griffiths, Jorge Haddock, Margret Hjalmarson, Mark Houck, Dimitrios Ioannou, Bruce Johnsen, Ning Li, Jerry Mayer, Janette Muir, James Olds, Daniel Polsby, William Reeder, Lesley Smith, Shirley Travis, Iosif Vaisman.

Visitors Present: Betsy Appleton, Chair, Librarians' Council, University Libraries; Pat Donini, Employee Relations Director/Deputy Director, Human Resources; Kim Eby, Associate Provost, Faculty Development and Director, Center for Teaching Excellence; Esther Elstun, Professor Emerita, Modern and Classical Languages; Josh Eyler, Associate Director, Center for Teaching Excellence; Renate Guilford, Assistant Provost, Enrollment Planning and Administration; Linda Harber, Associate Vice President, Human Resources and Payroll; Robin Herron, Associate Director, Media and Public Relations; Reuben Jones, Admin. Editor, Connect2Mason.com; Susan Jones, University Registrar; Christine LaPaille, Vice President, University Relations; Gabe Levine, Student Government Liaison; Goodlett McDaniel, Associate Provost for Distance Education; Tim Murphy, Director, Classroom and Lab Technologies, DOIT; Min Park, Assistant Professor, School of Recreation, Health and Tourism/Korea Programs Faculty Advisor; Della Patrick, Staff Senate Liaison; Christy Pichichero, Assistant Professor, Modern and Classical Languages; Sharon Pitt, Executive Director, DOIT; Claudia Rector, Assistant Provost for Academic Affairs; Anne Schiller, Vice President, Global and International Strategies; Linda Schwartzstein, Vice Provost, Academic Affairs/Vice President, Enrollment Services; Bethany Usher, Director, Students as Scholars/Associate Director, Center for Teaching Excellence; Brian Walther, Associate University Counsel.

I. Call to Order: The meeting was called to order at 3:02 p.m.

II. Approval of the Minutes of April 6, April 20, and September 7, 2011: The minutes of April 6, April 20, and September 7th were approved as distributed.

III. Announcements

Chair Peter Pober announced that the Presidential Task Force on University Policy and University Community Relations Final Report and the Tomlinson report have been released and were distributed to Senators by email. (See [Mason Releases Detailed Action Plan Outlining Future of Police and Community Relations – Oct. 4, 2011](#)) If you have questions about the Task

Force report, contact Chair Peter Pober (ppober@gmu.edu); if you have questions about the Tomlinson report, contact Senior Vice President Morrie Scherrens (mscherre@gmu.edu) .

Faculty Staff Enrichment Day will take place on Wednesday, October 26th at the Johnson Center. The event is free, including lunch. The theme is “Civility in Action:” See Human Resources [website](#) for more information and registration.

Chair Pober welcomed Gabe Levine, who will serve this year as Student Government Liaison to the Faculty Senate.

Chair Pober then welcomed President Alan Merten, who noted several items:

- The Mason Songdo campus initiative would be a “bold” opportunity for GMU in East Asia and Korea.
- The GMU “branding campaign” offers the university the opportunity to further develop its positive image, particularly in relation to attracting faculty and “the best” students.
- Support for the Faculty Handbook as a contract and Faculty Senate’s continuing review.
- Faculty Representatives to the Board of Visitors, and particularly Peter Pober: President Merten thanked them for their service, and he mentioned details about the appointment of new visitors (under normal circumstances, four each year).
- Provost Stearns will lead a discussion on the state of academics Oct. 11-12th, important discussion in general and in context of Presidential Search Committee.
- Administration (State of VA) sent out notice to state agencies to prepare for possible cuts ranging 2-6% in FY 2013. The notice did not apply to state universities.
- Proposals for a “connector bridge” to pass over route 123 to connect east and west campuses are being discussed.
- President Merten reflected on “a bittersweet year” in terms of his final year as president at GMU for the past 15-16 years. He also discussed the “mechanism of transition,” noting that he had to sign a confidentiality agreement regarding the search. “I talked with BOV members, met with entire committee and offered inputs as what I thought was important, what meant a lot to me sixteen years ago.” These points included:
 - The opportunity for selected finalists to come onto campus to engage with the campus community in an open meeting. He recalled his own meeting with specific faculty when he was a candidate.
 - The Board of Visitors must listen to the faculty.

Chair Pober then introduced Dean Edward Rhodes, School of Public Policy. He offered statistics about the school, including the number of MA students (850) and PhD students (150) across several programs. He summarized what critical public policy problems might be in fifteen years, and where SPP has comparative advantage to address: regional development policy, transportation and infrastructure policy, science/technology investment and individual entrepreneurship, and security. Please see Attachment A for more information.

IV. New Business - Committee Reports

A. Senate Standing Committees

Executive Committee- no report.

Academic Policies – Sheryl Beach

Faculty are asked to send experiences with the shortened add period to Janette Muir (jmuir@gmu.edu).

Budget & Resources – no report.

Faculty Matters – Jim Sanford, Chair

The Committee is almost finished summarizing Faculty Evaluation of Administrators comments. Summaries will be sent to Meg for inclusion in the report.

Nominations – Suzanne Slayden, Chair

Larry Rockwood (COS) is nominated to serve as faculty representative to the Student Space and Services Advisory Committee (SSSAC).

Christy Pichichero (CHSS) is nominated to fill a vacancy on the Technology Policy Committee.

No further nominations were made from the floor and the nominees were elected unanimously.

Organization & Operations – Star Muir, Chair

The Committee continues to process items: Routine Monitoring of Electronic Communications was sent to the Technology Policy Committee, On-line Course Evaluations was sent to the Effective Teaching Committee, and Maternity Leave was sent to the Faculty Matters Committee. An email was recently distributed from the (VA) Department of Human Resource Management's (DHRM) policy 1.75 "Use of Electronic Communications and Social Media" states that all employee electronic communications can be monitored. UVA and Virginia Tech have adopted policies saying they will not routinely monitor electronic communications –examples – sent to the Technology Policy Committee.

A Senator questioned whether the issue was sent to the right committee, noting Fourth Amendment protections against unreasonable search and seizure, and suggested it should go to Faculty Matters.

Professor Muir replied the issue could be addressed first in the Technology Policy Committee, then directed elsewhere. He also suggested the creation of another committee to deal with free speech, academic freedom, and ethics.

Chair Pober encouraged O&O to talk about creating a new committee.

B. Other Committees

Report from the Faculty Handbook Revision Committee – Suzanne Slayden, Chair

The Faculty Handbook Revision Committee is meeting this semester to discuss proposed changes to the Faculty Handbook. The Committee will also meet with appropriate administrators. Any proposed changes will be considered by the Faculty Senate at a Special Meeting on Feb. 15, 2012. A final report will be submitted to the faculty by Jan. 25, 2012, three weeks before the meeting. The Board of Visitors has requested that any approved changes be considered by them at their March 21, 2012, meeting.

In addition to items left over from last year, the Committee is examining the Post-tenure Review Policy and Procedures, formation and composition of the Appeal Board to hear appeals to denial

of tenure/promotion/renewal, and policies and procedures for conversion of term faculty to tenure-track positions.

If you have suggestions or comments, please send them to Suzanne Slayden (sslayden@gmu.edu).

V. Other New Business

A. Mason Songdo Campus – Anne Schiller, Vice President for Global and International Relations and Professor Min Park, Korea Programs Faculty Advisor

Chair Pober introduced Anne and Min to talk about the Korea Initiative. The initiative will go before the BOV whether to approve application for a license.

Vice President Schiller provided the following summary of her remarks by email:

--Core evaluation committee included administrators, University Counsel, myself, and a faculty adviser. At various points many others, including faculty members appointed by CHSS and SOM, also participated.

--Funding for the evaluation has come wholly from a one million dollar planning grant from the Incheon Free Economic Zone Authority. Evaluation has included the development of a curriculum plan, a market study, and on-going consultation with the Korean legal firm that represents us in that country. About \$500,000 of the planning grant remains available and can be used to support next steps.

--Mason's interest in the Songdo project is very intentional. East Asia is noted prominently in Mason's 2010-2014 Strategic Plan. As high-achievers in education and robust entrepreneurs, Mason and the Korean-American community would have limitless opportunities to create synergy around a Mason Korea campus. The location of the campus, 3.5 hours to 1/3 of the world's population, is superb and can be of interest to undergraduate and graduate students and faculty for research, professional development, study abroad, and internships.

--Mason's proposed curriculum has won enthusiastic support from our. It combines in-country and overseas study in a unique 1+2+1 program entirely our own. Year 2 and 3 of Mason @ Songdo would enable students to complete their Gen Ed and third year major courses in Fairfax. While at Mason, many would be housed with domestic students at our new internationally-focused living learning community. In year 4 students would return to Songdo for their final year. Domestic students would also have the option to complete a semester or a year at Songdo.

--The terms negotiated with IFEZ for the arrangement are very favorable: five million in direct subsidies, ten million in contributions to be reimbursed only when the campus generates income, free use of facilities and free housing for five or more years. We also anticipate joint research centers with Korean partner universities. IFEZ has already indicated that they would be interested in providing funding.

--A campus in Korea would make Mason's commitment to East Asia more tangible, strengthen our institution's current relationships in the Asia-Pacific region, and create an attractive base for new international partnerships in education, business, government, and more. It would offer new opportunities for Mason students and faculty, and for business in our State.

--Moving forward, we could expect to successfully complete our accreditation reviews in Korea and with SACS by Spring, and have in hand by October applications from students for positions in the Spring 2013 cohort. The academic year in Korea begins with what we in the States would consider the Spring term, a another variable that speaks to the timing of this initiative.

Professor Min Park presented a brief [“Introduction to Songdo, Korea”](#).

Summary of Vice President Schiller's and Professor Park's responses to various questions:

- The proposed \$22,500 tuition is competitive with other institutions in Korea. Students will pay full out-of-state tuition here; GMU will generate substantial tuition income.
- The new infrastructure will be paid for by Songdo.
- Noting that Economics, Engineering, and Management are the most popular programs in the area (SUNY has the Engineering Program), new programs may be introduced in the future.
- More detailed information about parameters involved for faculty who may wish to teach in Korea needed. Detailed information will be provided (if/once) our request to submit an application for a license is approved.
- SACS approval for existing programs is not necessary, request for accreditation to be submitted to the Korean authorities. SCHEV will also be informed.
- The potential student target population is 50,000 applicants who meet our requirements. Korea is third in the number of students attending US universities. Noting high cost of tuition here, some Korean students attend universities in the United Kingdom, Canada, and Australia. This program appeals to Korean parents who historically send children away from home for four years; Songdo provides a less expensive option. China is also a target market. We will work to develop robust recruitment.
- Data will be provided on projected classroom need for 2013, in response to request from Sharon Pitt, Executive Director, DOIT, who noted shortage of classroom space for 2013
- Impact on increase in GMU student population: by year 5 anticipated 800 student enrollment, unknown what percentage of students enrolled in each location.

See also Attachment B: “Mason in East Asia and the Korea Campus Project”;

Attachment C: “Introduction to the Incheon Free Economic Zone (IFEZ) and Songdo Global University Campus Prepared by the Office of Global and International Strategies”, and

Attachment D “MASON AT SONGDO: PROPOSED TERMS” for additional information.

B. GMU Branding Campaign – Christine LaPaille, Vice President for University Relations

Vice President LaPaille noted the presentation [GMU Brand Promise – Where Innovation is Tradition](#) has also been presented to students and staff, and she has requested feedback.

Highlights include:

Mission Statement: George Mason University is innovative and entrepreneurial in spirit and utilizes its multi-campus organization and location near our nation’s capital to attract outstanding faculty, staff and students. George Mason will:

- Educate the new generation of leaders for the 21st century—men and women capable of shaping a global community with vision, justice, and clarity.
- Encourage freedom of thought, speech, and inquiry in a tolerant, respectful academic setting that values diversity.
- Provide innovative and interdisciplinary undergraduate, graduate, and professional courses of study that enable students to exercise analytical and imaginative thinking and make well-founded ethical decisions.

- Nurture and support a highly qualified and entrepreneurial faculty that is excellent at teaching, active in pure and applied research, capable of providing a broad range of intellectual and cultural insights, and is responsive to the needs of students and their communities.
- Maintain an international reputation for superior education and public service that affirms its role as the intellectual and cultural nexus among Northern Virginia, the nation, and the world.

VP LaPaille outlined the development of the branding process from 2009 to the present, noting that the new tagline “where innovation is traditional” was introduced as a soft launch about a year ago. Duane Knapp, a brand expert, was engaged as a consultant; he made a presentation at the August 2011 planning conference. President Merten then asked us to “do more focus groups to see what “innovation is tradition” is/means to diverse groups”. Displaying a series of statements received from brand focus groups, she noted “the same descriptions came in over and over again.. to capture them in writing, to rally around the institution.”

Three Fundamental Questions:

1. What is the Mason BRAND experience? Mason’s culture of innovation pervades the campus and inspires students, faculty and staff to be the best they can be every day.

2. What distinguishes Mason from other universities?

Mason’s students are prepared for real world success, with practical experience and the capacity to capitalize on the perspective they gain from our diverse campus and our location in the DC metro region. How do we deliver on these promises, what is different about Mason? Many students are already working, students are prepared to work when they graduate.

3. How does Mason become highly valued? Students, faculty and staff work together to achieve excellence in ways that are beyond imagination. This inspiring culture challenges us to deliver an exceptional experience every day.

VP La Paille elaborated on Key Ideas identified in the Promise Context:

Innovative: We are the university that owns “Innovation” as a brand attribute. We win “innovative” hands-down among other universities.

Thought Leadership: We want to educate the next thought leaders; we want our faculty to be thought leaders; we want respect from the thought leaders in the region, we want donors to support a thought leader institution. We’re in a location of leaders, want to be part of that community.

Exceptional Educational Experiences: Whether attending a class, a performance, a game or just visiting campus, we want to deliver an exceptional Mason experience to the stakeholder at every level, Faculty and deans; take pride in delivering exceptional educational experiences. The focus group also acknowledged the need for improvement at operational levels.

Inspired: We want people to be inspired to think differently. We want to hold ourselves accountable for inspiring others. We want to be a spirit-filled institution. Faculty and staff are encouraged to be innovative.

Perspective: Our diverse campus body, our global and international activities, provide our students the opportunity to develop *fresh perspectives*.

Mason can transform lives by giving students a *new perspective* on what they can achieve. Our hard working students provide employers with a *positive perspective* on hiring our graduates.

Success: This is another solid Mason brand attribute with unique meaning on our campus. We are known for graduating *successful students*. We have become a very *successful award-winning institution* in a relatively short time frame. We have achieved great *success in building* a beautiful campus. We have won awards for achieving *successful work/life* balance. The stated goal is:

Every person on Mason's campus
should experience at least
one part of our promise
every day.

Mason's Brand Promise

We are dedicated to innovative thought leadership and exceptional educational experiences. Our students, faculty and staff are inspired to work together to develop unique perspectives that will enhance their success. How do we feel about when we work here? How do we make a difference?

VI. Remarks for the Good of the General Faculty

Several Senators expressed concern about the Presidential Search Process. Some attended the Faculty Forum on the Presidential Search Process (September 14th) and insisted that faculty be provided the opportunity to ask questions of a range of finalists/offer their input before an employment offer is made. The Faculty Representatives to the Presidential Search Committee continue to actively express faculty concerns about the process. "Why were limitations placed upon the faculty representatives by the confidentiality agreements all members of the Presidential Search Committee were required to sign?" Professor Pober noted that the agreements do not specify that we agree to one candidate, rather that the process and what was discussed remains confidential. A link to the video of the September 14th meeting will be distributed, and the Executive Committee will work on a motion to present to the Senate at its next meeting on this topic.

Aldona Gozikowski (former Executive Assistant to the Provost) died on September 28th. Professor Pober noted she was kind, sweet and unbelievably supportive.

VII. Adjournment : The meeting adjourned at 4:25 p.m.

Respectfully submitted,
Earle Reybold
Secretary

ATTACHMENT A – Dean Ed Rhodes, School of Public Policy

As we look forward and think about the future, we have adopted a fifteen-year timeframe, asking ourselves what we believe the critical public policy concerns will be fifteen years from now, what knowledge we will need to have to address these concerns, and what education policymakers will require. Based on this analysis, we have asked where our unique strengths lie, and which issues we will be uniquely positioned to address. Four overlapping areas of focus have emerged.

The first is regional development and governance. While in today's globalized world, problems increasingly have a global dimension, they nonetheless require solutions that are also local or regional in context and implementation. "All politics is local," Tip O'Neill famously noted. Equally true, all *policies* are local. The interplay between public and private actors, the changing and expanding role of trans-governmental and non-governmental institutions, and the complex layering of responsibility and authority between national, regional, and local governments all pose critical challenges for public policy. The School has developed substantial analytical capacity regarding the northern Virginia/Washington, DC region, and the skills and insights derived from our knowledge and modeling of this region allow us not only to assist in solving the problems of our own region but also to probe the problems of other regions around the world.

The second deals specifically with transportation policy, and more broadly with infrastructure policy. Technology continues to transform how people, things, and ideas move -- or might conceivably move -- both locally and globally. The economic, political, social, and cultural implications are enormous, posing both challenges and opportunities for public policy, challenges and opportunities that need to be understood both in themselves and in the context of interlinked public policy questions.

The third is the nexus of science, technology, innovation, and entrepreneurship. Sustainable increases in productivity -- upon which the solutions to all other problems hinge -- require improved understanding and better implementation of policies that encourage individuals, groups, and institutions to create, adapt, adopt, and employ new knowledge. This is a focus not simply of the School of Public Policy's efforts, but of George Mason University as a whole.

The fourth is security -- understood not simply as securing a nation against military attack, but as securing individuals and communities from the range of threats and fears that interfere with their fullest, most complete development. Securing personal liberty, human rights, and political and economic rights; ensuring economic stability and growth in a globally-interdependent world; protecting against transnational crime, corruption, and terrorism; addressing global health and environmental concerns -- these are interconnected problems that are evolving quickly, as technology and human skills create new opportunities and new threats, and weaken or strengthen the institutions at our disposal.

ATTACHMENT B

MASON IN EAST ASIA AND THE KOREA CAMPUS PROJECT

Office of Global and International Strategies Brief

GEORGE MASON UNIVERSITY HAS MADE CLEAR ITS COMMITMENT TO EXPANDING ACTIVITIES IN EAST ASIA. MASON'S 2010-2014 STRATEGIC PLAN STATES THAT MASON WILL "MAINTAIN STRONG EMPHASIS ON UNIVERSITY ACTIVITIES" IN EAST ASIA, "DEVELOPING ADDITIONAL COLLABORATIVE OPPORTUNITIES IN SOUTH KOREA AND CHINA." IT ALSO NOTES THAT MASON WILL "ADD FACULTY STRENGTH ON EAST ASIA."

East Asia is a region of interest to Mason for many important reasons. Chinese and Korean students are the second and third largest groups of international students at Mason. Many hundreds more of Mason's students are of Asian descent. Indeed, South Korea and China send higher numbers of their students to the US than any other countries in the world. In response to growing domestic interest in this region, Mason has introduced both Korean and Chinese to its language offerings. Mason has also sought to recruit East Asian faculty members and faculty members interested in East Asia. These faculty travel regularly to Asia to conduct research, attend conferences, and teach short-term courses. Also close to home are large and dynamic East Asian ethnic communities. More than 1,000 Korean-owned businesses currently operate in Annandale alone.

Mason's Expanding Interests in East Asia

South Korean and Chinese institutions are investing heavily in their higher education and research sectors and are attractive partners for Mason. Among our newest partnerships is Mason's Center for Infrastructure and Homeland Security's joint training program in nuclear power safety with the Korean Electric Power Company (KEPCO). Mason's Global Office has recently launched a partnership with the Korean Ministry of Education, Science and Technology to offer no cost semester and yearlong internships for US students in towns across Korea under the auspices of the TaLK Korea Program. Mason also continues to be very active in China programs and study. The China 1+2+1 program brings us a high-achieving group of students and has fostered strong institutional links between Mason and its Chinese university partners. Mason also hosts Virginia's original Confucius Institute, established in partnership with the Beijing Language and Culture University.

Mason's Center for Asia Pacific Economic Development (CAPEC) also seeks to expand relations with East Asian students, scholars, and business leaders. CAPEC currently offers undergraduate and graduate research travel scholarships to Taiwan each summer. A Mason campus in Korea would be helpful in expanding CAPEC programs, as Mason's own faculty based at Songdo could receive students and serve as mentors or direct them to other relevant experts. CAPEC also seeks to establish an internship/experiential program for Mason students. If Mason opens a campus in Korea, CAPEC could offer domestic students the opportunity for

internships hosted in Korea. A campus in Korea would also promote CAPEC's Executive Visiting Scholars Program.

Mason has had a Korean Studies Center for several years and is currently soliciting private donors to support a building project would provide housing for the center. In addition, Mason expects to introduce a Northeast Asia Pacific Area Studies Program within the next few years. That program and the Korean Studies Center would complement one another in exciting ways.

Songdo and Mason's Future in East Asia

- Korea and China are sources of outstanding students for Mason. Global competition for East Asian students and scholars has increased dramatically. Mason must position itself to be as accessible as possible to these sought-after populations. A Korea campus will enhance Mason's success in recruitment. It will also increase recruitment in other parts of East and Southeast Asia.
- With a campus in Korea, Mason will be able to offer new opportunities in East Asia to US-based students and faculty. Current US students could choose Mason at Songdo as a study abroad destination. Costs to student participants would be reduced as Mason faculty would already be available in-country. Further, the Songdo facility will house our students safely and conveniently at a considerable savings over the usual cost of housing in countries such as this one. Calculation of course equivalencies and transfer credit would be unnecessary as the courses offered would be Mason's own.
- A Korea campus would open new possibilities for multilateral academic research involving Mason and other Asian partners. One idea under discussion among several deans is the establishment of a new research center in experimental economics at Songdo in partnership with a top Korean university. Other universities, including SUNY-Stony Brook and the University of Utah have already had considerable success in attracting funding for joint research centers with Korean partners.
- Among local officials who have followed developments regarding Mason in Korea with great interest is Senator Chap Peterson. The Senator supports the proposed campus as a long-term alliance between GMU and South Korea would positively impact northern Virginia's economic development. He has been quoted as saying that "Given the number of Korean students in Fairfax County and our proximity to the nation's capitol, GMU is in the ideal position to mount this project."

The opportunity to establish a campus in Korea fits squarely in Mason's commitment to a dynamic world region, as well as our university's intention to increase the "number of international students by at least 20%" and to link overseas study "more vigorously to numerous academic programs." A permanent academic presence in Korea would also expand and burnish Mason's reputation and brand. Over the years, through the good work of faculty and administrators and alumni, Mason has begun to acquire significant name recognition in East Asia. Mason can leverage that recognition as it begins recruitment for a new campus. A Mason campus in Korea would make Mason's commitment to East Asia more tangible, strengthen our institution's current relationships in the Asia-Pacific region, and create an attractive base for new opportunities with international partners in education, business, government, and more.

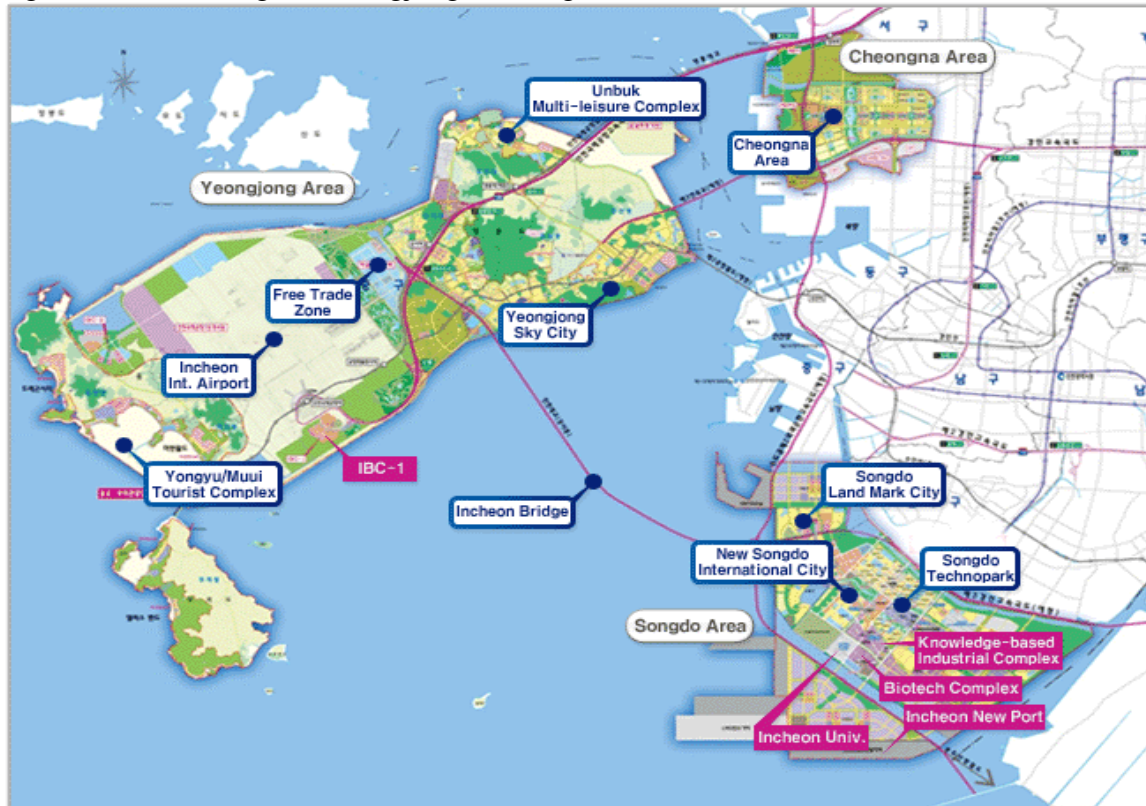
ATTACHMENT C

Introduction to the Incheon Free Economic Zone (IFEZ) and Songdo Global University Campus Prepared by the Office of Global and International Strategies

Overview of Incheon Free Economic Zone

Project Description: Incheon Free Economic Zone (IFEZ) is a 169.5 square-kilometer site (42,000 acres) intended for 850,000 residents. The IFEZ project includes three areas: Songdo, Yeongjong, and Cheongna (Figure 1).

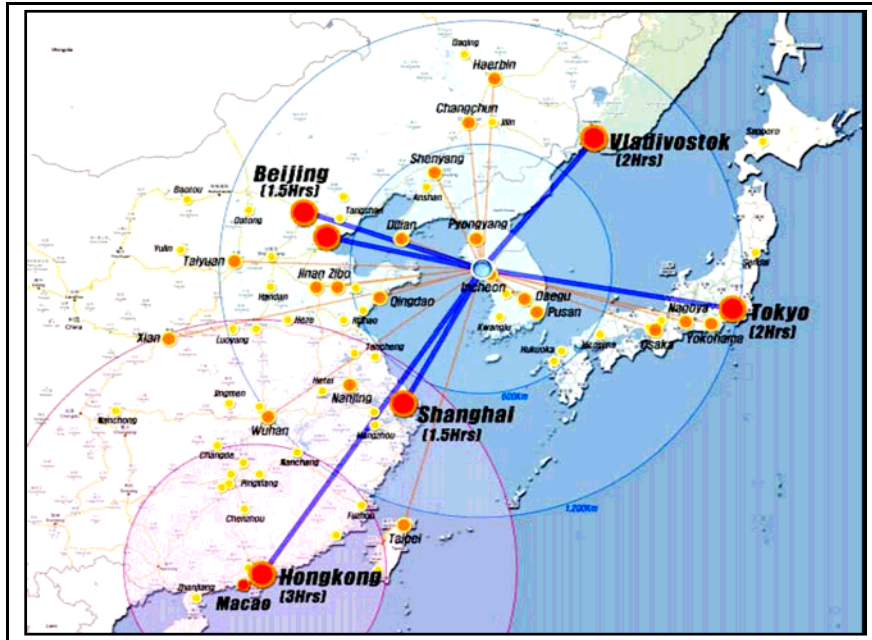
Figure 1. IFEZ: Songdo, Yeongjong, Cheongna areas



IFEZ seeks to attract international businesses, high technology industries (IT, BT, R&D), education facilities including foreign schools and medical industry facilities such as hospitals to the Songdo area. A Bio-Complex will be connected with Songdo Global University Campus and Songdo International Hospital.

Optimal Location: IFEZ is located in the middle section of the West coast of the Korean Peninsula, twenty five miles from Seoul. Sixty one Northeast Asian cities, each with more than one million inhabitants, are located within three hours flight time. The Northeast Asia region has a total of 1.7 billion people and generates a quarter of worldly gross domestic product. (Figure 2). Incheon International Airport, about 15 minutes' drive from Songdo, is ranked No.1 by many noted global magazines.

Figure 2. Optimal Location of Songdo, IFEZ



Investments and Companies in Songdo: About half the construction of commercial buildings, residential areas and infrastructure has been completed, and the population had increased to 44,000 — including 800 foreigners — as of February, 2011. As of 2010, 328 companies had established offices in Songdo including **IBM, GE Healthcare, Celltrion, GM DAEWOO, Crucell Berna, Schenker, Lippo Limited, N-Hitech, DynamicWave Telecom,** and others. Chadwick International has opened its first international school in Songdo. A second international school is expected to open shortly. Major recent investments have also come from **Cisco, the Samsung Group, the Lotte Group, the CJ Biotechnology Group, Korean Air, Valtion Teknilinen Tukimus keskus (VTT) or the Technical Research Centre of Finland, UN agencies, and Dong-a Pharmaceutical.**

Demand for American Education in the Region: Korea, along with China and India, ranks as one of the top three nations in terms of sending the highest number of students to the United States. In a 2008 survey by South Korea’s National Statistical Office, 48.3 percent of South Korean parents said they wanted to send their children abroad to “develop global perspectives,” avoid the rigid domestic school system or learn English. It would be attractive for parents and students if Koreans or other Asian nationals could pursue U.S. degree programs in a location like Songdo where living expenses are cheaper, but the quality of education equals that of campuses in America.

Description of Songdo Global University Campus (SGU): The offshore campus is located in a Global University Campus zone occupying 295,000 square meters (73 acres). This cluster comprises a shared network of facilities such as classrooms, laboratories, offices, libraries, cafeteria, student union buildings and gymnasiums. On-campus dorms, staff and faculty quarters and guest houses are also available (Figure 3).

The IFEZ authorities seek to attract up to ten foreign universities, each providing “their most competent academic programs.” As a result, “the campus will be able to act as a comprehensive university as a whole.” Each university will grant its own degrees and be responsible for its own

academic administration. A special independent administration (i.e., Songdo Global University Campus Foundation or SGUF) will manage campus facilities. SUNY Korea (State University of New York) is opening in February 2012 and will offer graduate program in two areas of study: computer science and technology and society (www.sunykorea.ar.ku). In 2013, Belgium's Ghent University will begin offering undergraduate courses in biotechnology, environmental technology and food technology. University of Utah has signed an MOU and is planning to offer degrees in education. Alfred University and the University of Illinois at Urbana Champaign also signed MOUs with IFEZ. Korean universities, too, have been successfully recruited. These include Yonsei University, Incheon University, and Gacheon University. The Seoul National University and Johns Hopkins University have also shown interest in building campuses at Songdo.

Figure 3: Sketch of Songdo Global University Campus



ATTACHMENT D

MASON AT SONGDO: PROPOSED TERMS

- Initial Term of Agreement: five (5) years, renewable.
- Subsidy: One million US dollars per year, for each of the first five (5) years. This subsidy will not be reimbursed.
- Start-up Cost Contributions:
 - a. Ten million US dollars will be provided to cover any operational deficits for the initial term of agreement.
 - b. To provide cash for ongoing campus operations, the start-up contributions will be provided prior to the start of the academic year.
 - c. If the total operational deficits exceed \$10M, IFEZA and Mason will further discuss in good faith the best course of business.
 - d. Start-Up Contributions are to be repaid only in the event the program generates net income. Mason's total expenditures will not exceed the cost of net tuition revenues, IFEZA subsidy, and IFEZA start-up contribution.
 - e. In years that generate net income, Mason pays 50% of net income, only until all Start-Up Contribution funds are recovered by IFEZA.
- Regulatory Approval: The Songdo Mason campus can open only following approval by MEST, SACS, and the State Council of Higher Education for Virginia (“SCHEV”).
- LLC: Mason will create a Limited Liability Company to operate the Songdo campus, as permitted by special legislation. The LLC will be insured as required by Korean law.
- Infrastructure Contribution:
 - a. Facilities. IFEZA shall provide Mason Songdo with the facilities and services necessary to operate Mason Songdo academic affairs, free of rent or other charges for five (5) years. The rent free period may be extended for up to three (3) additional years if the operations of Mason Songdo remain in deficit at the end of the initial five (5) year period. Necessary services will be specified in the contract.

- b. Utilities. IFEZA shall provide utilities and maintenance service for Mason Songdo without any charges for five (5) years.
- c. Equipments and Materials. IFEZA shall equip the facilities with necessary office and classroom equipment, and furniture according to standards set by the State of Virginia.
- d. Library. IFEZA shall provide a collection of library books at the Songdo Global University Campus for use by the academic programs at Mason Songdo. Such collection shall meet all requirements of all accrediting agencies of Mason.