

GEORGE MASON UNIVERSITY
MINUTES OF THE FACULTY SENATE MEETING
SEPTEMBER 4, 2013
Robinson Hall B113, 3:00 - 4:15 p.m.

Senators present: Mark Addleson, Changwoo Ahn, Dominique Banville, Jim Bennett, Alok Berry, Lisa Billingham, John Cantiello, Carol Cleaveland, Rick Coffinberger, Arie Croitoru, Betsy DeMulder, Charlene Douglas, Robert Dudley, Helen Frederick, Mark Houck, Dimitrios Ioannou, Kathryn Jacobsen, Timothy Leslie, Daniel Menascé, Linda Monson, Star Muir, Elavie Ndura, Peter Pober, Keith Renshaw, Pierre Rodgers, Joe Scimecca, Suzanne Scott, Suzanne Slayden, Bob Smith, Peter Stearns, June Tangney, Susan Trencher, Iosif Vaisman, Jenice View, Phil Wiest, Stanley Zoltek.

Senators absent: Peggy Agouris, Kenneth Ball, Sheryl Beach, Doris Bitler Davis, Deborah Boehm-Davis, Ángel Cabrera, Yvonne Demory, Janos Gertler, Mark Ginsberg, Ghassan Husseinali, David Kuebrich, Ning Li, Stuart Malawer, Sarah Nutter, Paula Petrik, Daniel Polsby, Thomas Prohaska, William Reeder, Mark Rozell, Lesley Smith, Anand Vidyashankar, Shelley Wong, John Zenelis.

Visitors: Rizna Ahmed, Director, Benefits, Wellness and Work/Life, Human Resources/Payroll; Melissa Broeckelman-Post, Basic Course Director and Assistant Professor, Communication Studies; Jamie Cooper, Associate Dean, Undergraduate Academic Affairs, CHSS; J.J. Davis, Senior Vice President; Pat Donini, Employee Relations Director/Deputy Director, Human Resources and Payroll; Esther Elstun, Professor *emerita*, Modern and Classical Languages; Wayne Evans, Director, Mentor-Protégé Program, Mason Enterprise Center; Daniel Garrison, Faculty/Director On-Line Education, Applied Information Technology; Megan Glaub, Graduate Admissions; Dolores Gomez-Roman, University Ombudsman; Linda Harber, Associate Vice President, Human Resources/Payroll; Margret Hjalmarson, Associate Professor, Graduate School of Education; Tracy Holt, Manager, Enterprise Messaging, TSD - Ent Servers & Messaging; Corey Jackson, Vice President, Compliance, Diversity and Ethics, Equity and Diversity Services; Megan Kirk, Staff Senate; Michelle Lim, Faculty Business Partner, Human Resources/Payroll; Michelle Marks, Vice Provost for Academic Affairs; Janette Muir, Associate Provost for Undergraduate Education; Sharon Pitt, Interim Deputy CIO/Interim Executive Director, Technology Systems Division; Claudia Rector, Assistant Provost for Academic Affairs; David Robinson, Director, TSD - Client Relations; Brian Selinsky, Interim Registrar; Marlys Shoup, Manager, Training & Certification, DoIT - Learning Support Services; Kris Smith, Associate Provost, Institutional Research and Reporting; Bethany Usher, Director, Students as Scholars/Associate Director, Center for Teaching and Faculty Excellence; Aaron J. Yohai, Student Senator, Student Government; Kathy Zupan, Associate Director, Graduate Admissions.

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

II. Approval of the Minutes of April 3 and April 24, 2013: The minutes were approved as distributed.

III. Announcements

Chair Charlene Douglas welcomed our new and returning colleagues to the Faculty Senate. Please remember to sign in and retrieve your name plates. Official Senator attendance records are maintained. Senators may sit in the center and left sides of the room, Visitors may sit on the right side or along the back wall (chairs provided). She also encouraged faculty to contact her (cdouglas@gmu.edu, 3-1442) with suggestions for agenda items. The agenda is finalized a week before the Senate meeting.

If you or your faculty colleagues are within five year of retirement, you may want to contact Kathy Haldeman (khaldem1@gmu.edu, 3-2040) about the Faculty Retirement Transitions Coaching Program. Meetings scheduled in October and November, but individual coaching sessions will be held in late September, early October.

Issues for consideration for Academic Year 2013 – 2014 – Provost Peter Stearns

Provost Stearns appreciates the opportunity to talk with the Faculty Senate at its first session. Offering his brief remarks, noting forecasts inevitably wrong and happy to take questions.

Dean recruitment: There are an unusual number of dean vacancies; to complete searches and hopefully hire deans for four units; the S-CAR internal search completed by the end of the month.

Strategic Plan: We are working on the completion of the Strategic Plan. He encouraged those interested to attend one of the [upcoming forums](#) for Faculty and Staff.

Retention and Recruitment: We continue to focus strongly on retention and recruitment for 2013-14. We made enrollment targets, in a healthy enrollment. Continuing efforts at student retention, data is not fully in; strong undergraduate level, with good trajectory. We have a new electronic tracking system for students – the Beacon system.

Major Global Efforts: Provost Stearns anticipates a significant year for some aspects of global endeavors, including Summer Session in Moscow 2014, MOOCs, and the first stem immersion [consortium](#). The opening classes in Economics and Management will begin March 2014 at the [Songdo](#) Campus. An open forum on the possibility of an agreement with INTO will take place on [September 18th](#). We are in negotiations at this time, not a done deal.

Other major efforts include a new business model for Mason Online, to roll out a largely on-line program at the Masters' Level. We are also working with NOVA on degree completion requirements. We are taking a serious look at accelerating efforts in Executive Education, including two new programs in the Volgenau School of Engineering. Provost Stearns also noted new hires, new multidisciplinary programs, on-line executive education program, Video Game Design program approved by the state, and the Institute for Medical Sciences. Given federal climate, new research awards slipped a little bit.

Budget Focus/Tuition Model: A [Budget Forum](#) will take place in early October. State funding continues to be constrained, a little more money than last year. We are talking actively with the Board of Visitors to encourage greater flexibility on in-state tuition as underpriced. The outcome depends on the BOV, cannot anticipate results. To focus on budget aspects more under our control such as private philanthropy. Other elements of the budget not likely to be that flexible.

Finally, Provost Stearns hopes this will be a year in which GMU continues to balance priorities successfully, to emphasize increase in conserving resources and innovation, global regions, existing strategy. A slightly funny year for me, but will not be a lame duck. The search committee will be announced soon. While he is not involved in the search process, Provost Stearns feels there will be an ample pool of strong candidates. He plans to return to the faculty in 2014.

Questions/Discussion:

In response to a question raised about an increase in relevant research and consequential research, Provost Stearns noted we need to make clear research we do is broadly socially useful. A wide range, not to impose a narrow litmus, especially when faculty looked at by skeptical outside audiences.

In response to a question raised about the strategic plan, specifically the creation of five multidisciplinary institutes, Provost Stearns promised to discuss with deans and directors the need for a detailed approval process, to develop clear criteria during this academic year. Two are in the works.

Appointments: Chair Douglas thanked Susan Trencher (CHSS) who will serve as faculty representative to the Provost's Budget Planning Team and also thanked Andrew Wingfield (CHSS) who will serve as faculty representative to the Energy Use and Policy Taskforce.

Biometric Screening: This information was requested by the State Department of Human Resource Management through their contracted third party vendor Active Health Management as a proactive response to health care management. Participation is a personal choice. Those who choose to participate can save \$17 per month (23%) off of their COVA Care health insurance premium (\$34/month if their covered spouse also participates). Chair Douglas introduced Rizna Ahmed, Ed.D. , Director, Benefits, Wellness and Work/Life, Human Resources/Payroll to answer questions you may have.

Questions/Discussion:

In response to a question about frequency, whether you may have assessments frequently or once in your life, Dr. Ahmed responded the first assessments offered in June, and the decision is up to the state. In response to a question asking how the information is used, Dr. Ahmed responded the information is managed by a third party vendor. If any information goes to the state of Virginia, it will be randomized. At this point, information only for you to use, not to use data for anything else.

A Senator expressed concern that just to get in there, you have to reveal a lot of personal/private information, and the insurance company not obligated to keep information private. What protections do faculty have? Dr. Ahmed responded participation is voluntary; you do not have to participate in the plan at all. She will ask the state of Virginia to post this information on its website.

Another Senator asked what are the connections between the third party vendor and the insurance company? Puts you in an automated plan unless there is not a 100% barrier between third party and insurance company. Dr. Ahmed responded that information is protected by federal law ([HIPAA Privacy Law](#)). Follow Up: If you decided not to do this, it's like a \$17/month tax. A third Senator added that this is not an inconsiderable sum, and asked what are they getting for this? Chair Douglas: In health care literature, improves management of problems such as hypertension, diabetes; preventative care to avoid situations such as post-stroke care. This new program applies to COVA care participants. Kaiser already tracks this information.

Update to Office 365 E-Mail: Our former email system was a Legacy software, it was no longer being supported, and it could not be updated. There were issues with limits on mailbox size, attachment size, and it was not 508 compliant in term of accessibility. It had to be changed. Given that the existing system had to be replaced, 14 individuals from across the campus worked as a team to choose Office 365. This team represented the College of Humanities and Social Sciences, School of Public Policy, School for Conflict Analysis and Resolution, University Records, Learning Support Systems, Legal, ITU Projects, and the Faculty Senate. Like all contemporary software – JAVA, Adobe Reader, Blackboard – there will be periodic updates and an update is happening today. Updates are (occur) on corporate schedule, not timed to academic calendar. Updates happened across the country in the same time period. Turn on screen has a link. Change in Web interface, it will be more accessible on mobile devices. Given the reality to change the old system, the collaborative choice that resulted in Office 365 and the update that should be completed by 8:00 p.m. tonight. Chair Douglas welcomed Sharon Pitt, (Interim Executive Director and Interim ITU Deputy CIO, Technology Systems Division), to answer questions you may have.

Sharon Pitt noted the IT Support Center will be open until 10 pm tonight and from 7 am – 10 pm tomorrow night to assist you. We received twenty-seven calls, most of which were resolved. She encouraged faculty to contact the Support Center with specific questions they may have. Concerns expressed included difficulty understanding new web interface, instructions, lack of compatibility with proxy servers, lack of college-level ETF funding to update obsolescence, forwarding of third party emails, other problems with email delivery, particularly from students using Blackboard system, and contacts. Some problems occurred during system updates, timing of updates did not always correspond to announcements received in advance. Sharon promised to take this information back to Microsoft and thanked faculty for this information, reiterating how important it is to know about issues you are experiencing.

IV. Unfinished Business

Salary Equity Study Committee Annual Report 2012-13 – Margret Hjalmarson

See Attachment A for the full text of the report. A Senator expressed appreciation for the completion of the survey. Suggestions included creating separate categories for instructional faculty salaries by rank for tenured, tenure-track, and term faculty. Another Senator observed a major difference between men's and women's salaries involve women's PhDs received at a later time. Margret will take these suggestions back to Kris Smith (Associate Provost, Institutional Research & Reporting) and Corey Jackson (Vice President, Compliance, Diversity and Ethics, Equity and Diversity Services). Data we have may sometimes be elusive in terms of salary compression.

V. New Business - Committee Reports

A. Senate Standing Committees

Executive Committee – Charlene Douglas

Chair Douglas encouraged and thanked Senators who volunteered to serve on committees. She also encouraged Senators to consider volunteering to serve as committee chairs on the Senate Standing Committees as they comprise the Executive Committee. Senators elected to serve on Senate Standing Committees are asked to meet briefly at the end of this meeting to elect a chair. The Executive Committee hashes out issues, decision making occurs within it. Chair Douglas noted that new Senators are hot and bring new ideas and new ways of thinking.

Academic Policies – no report at this time.

Budget & Resources – Susan Trencher

At the end of last year, we distributed a survey to faculty on summer school teaching opportunities. We will send the information to Faculty Matters (via Organization and Operations) for consideration as a Faculty Handbook issue.

Faculty Matters – no report.

Nominations – Jim Bennett

We have been very busy this summer conducting elections for the Provost Search Committee. There was plenty of time to conduct elections during the academic year. After exams we were informed the President would not select his appointees to the committee until we did so. So we conducted the elections over the summer and took a lot of heat from faculty. Larry Rockwood (COS), June Tangney (CHSS), and Bob Smith (CHSS) were elected to serve as Faculty Representatives to the Provost Search Committee. We have just learned that other faculty representatives to the committee will be Mills Kelly (CHSS), Chair, Rite Chung

(GSE), Charlene Douglas (CHHS, Chair of the Faculty Senate), and Ariela Sofer (VSE). Other members of the committee will be made public by email soon.

See also **VI. Other New Business, A. Elections.**

Organization & Operations – Star Muir

O&O is a gatekeeper for various committees. You can send concerns to Charlene and also to O&O. We also review committee charges. At the end of last year, we reviewed annual reports of University Standing Committees for the past three years, and are happy to see the report from the Salary Equity Study Committee.

B. Other Committees/Faculty Representatives

Chair Douglas noted that no other committees submitted report, but gave her colleagues the respect of a moment to report any updates. Susan Trencher, Chair of the University Food Committee, announced that the price of lunch at Bistro has risen from \$5.25 to 6.00. The University subsidizes the cost of \$8.95 to Sodexho. You can also buy a meal plan good for 50 meals at Sodexho for \$50, good for a year.

In response to a question about the outcome of the president's response to a grievance (from the Grievance Committee's annual report, April 24, 2013), Chair Douglas will request an update from the Committee.

VI. Other New Business

A. Elections

September 2013 Faculty Senate Nominations Committee Report

The Committee on Nominations presents the following nominations for AY 2013-14:

SECRETARY of the SENATE: Peter Pober (CHSS). No further nominations were made from the floor and Peter Pober was elected unanimously.

**FACULTY SENATE STANDING COMMITTEES
(2-year terms; all members are Senators)**

ACADEMIC POLICIES

Continuing Member: Dominique Banville (CEHD)

Nominees: Helen Frederick (CVPA), Timothy Leslie (COS), Ning Li (SOM), Suzanne Scott (CHSS -1-year term)

BUDGET AND RESOURCES

Continuing Members: Janos Gertler (VSE), Susan Trencher (CHSS), Jenice View (CEHD)

Nominees: Yvonne Demory (SOM), June Tangney (CHSS)

FACULTY MATTERS

Continuing Members: None

Nominees: Mark Addleson (SPP), Doris Bitler Davis (CHSS), Paula Petrik (CHSS -1 year term), Keith D. Renshaw (CHSS -1-year term), Joe Scimecca (CHSS)

NOMINATIONS

Continuing Members: Jim Bennett (CHSS), Linda Monson (CVPA), Peter Pober (CHSS)

Nominees: Two vacancies, nominations must come from the floor. Rick Coffinberger (SOM) and Mark Houck (VSE) were nominated. The nominations were seconded.

ORGANIZATION AND OPERATIONS

Continuing Members: Arie Croitoru (COS), Bob Dudley (CHSS), Star Muir (CHSS), Bob Smith (CHSS)

Nominee: Lisa Billingham (CVPA).

The nominees to the Faculty Senate Standing Committees were approved.

UNIVERSITY STANDING COMMITTEES **(Members and nominees in bold type are Faculty Senators;** **2-year terms unless otherwise noted)**

ACADEMIC APPEALS

Continuing Members: Sheri Berkeley (CEHD), **Peter Pober (CHSS)**

Nominees: **Carol Cleaveland (CHHS)**, Rutledge Dennis (CHSS), Kelly Dunne (CHSS)

Provost Appointee: Michael Hurley (CHSS)

ACADEMIC INITIATIVES

Continuing Members: Craig Esherick (CEHD), **Iosif Vaisman (COS)**

Nominees: Steven Rose (CHHS), Hugh Sockett (CHSS), **Anand Vidyashankar (VSE)**

Ex Officio: Anne Schiller (Vice President, Global and International Strategies)

ADMISSIONS

Continuing Members: Linda Schwartzstein (CHSS), Susan Tomasovic (CHSS)

Nominees: **Betsy DeMulder (CEHD)**, Marion Deshmukh (CHSS), Marie Kodadek (CHHS)

Dean of Admissions appointee: Darren Troxler (Associate Dean of Admissions)

ATHLETIC COUNCIL

Continuing Members: Rich Klimoski (SOM)

Nominees: Amanda Allen Caswell (CEHD), Margaret Weiss (CEHD –1-year term), **Phil Wiest (CHSS)**

Presidential Appointee: Linda Miller (CVPA) (Chair, Faculty Athletic Representative)

EFFECTIVE TEACHING

Continuing Members: **John Cantiello (CHHS)**, Timothy Curby (CHSS)

Nominees: Lorraine Valdez Pierce (CEHD), Rodger Smith (CHSS – 2015), Ghania Zgheib (ELI – 2015)
Danielle Rudes (CHSS) was nominated from the floor to serve on the Effective Teaching Committee. The nomination was seconded.

EXTERNAL ACADEMIC RELATIONS

Continuing Members: Mike Dickerson (CHSS), **David Kuebrich (CHSS)**, John Riskind (CHSS)

Nominees: **Changwoo Ahn (COS)**, **Alok Berry (VSE)**, **Pierre Rodgers (CEHD)**

Provost Appointee: **Lesley Smith (CHSS)**

FACULTY HANDBOOK REVISION (3-year term)

Continuing Member: Kevin Curtin (COS-2015)

Nominees: **Elavie Ndura (CEHD – 2015), Suzanne Slayden (COS – 2016)**

GENERAL EDUCATION (8 elected members, 3-year term)

Continuing Members: **Dominique Banville (CEHD – 2015)**, Kelly Dunne (CHSS – 2014), Rebecca Ericson (COS – 2015), Mack Holt (CHSS – 2014), Frank Allen Philpot (SOM - 2015), Mark Uhen (COS – 2014)

Nominees: Melissa Broekelman-Post (CHSS -2016), Roger Paden (CHSS – 2016)

Provost Appointees: Rick Diecchio (COS), Kim Eby (Associate Provost), Doug Eyman (CHSS), Carol Urban (CHHS)

Ex-Officio: Janette Muir (Associate Provost for Undergraduate Education – Chair)

GRIEVANCE

Continuing Members: **Doris Bitler Davis (CHSS)**, Paul Houser (COS), Mike O'Malley (CHSS)

Nominees: **Rick Coffinberger (SOM), Joe Scimecca (CHSS)**

MINORITY and DIVERSITY ISSUES

Continuing Members: Jian Lu (COS), **Suzanne Scott (CHSS)**

Nominees: Xiaomei Cai (CHSS), Nirup Menon (SOM), Kristy L. Park (CEHD)

NON-TRADITIONAL, INTERDISCIPLINARY, and ADULT LEARNING

Continuing Members: Nada Dabbagh (CEHD), **Kathryn Jacobsen (CHHS)**

Nominees: Jeng-Eng Lin (COS), Kristin Scott (CHSS), Karen Studd (CVPA)

SALARY EQUITY STUDY

Continuing Members: Eden King (CHSS), **Lesley Smith (CHSS)**, Catherine Wright (CHSS)

Nominee: Margret Hjalmarson (CEHD)

Provost Appointee: Penelope Earley (CEHD)

Equity Office Appointee: Rory Muhammad (Associate Director, Equity and Diversity Services)

TECHNOLOGY POLICY

Continuing Members: **Alok Berry (VSE)**, Pallab Sanyal (SOM), **Stanley Zoltek (COS)**

Nominees: Gerald Hanweck (SOM), Dieter Pfoser (COS), Catherine Sausville (COS)

Provost Appointee: Goodlet McDaniel (Associate Provost for Distance Education)

UNIVERSITY PROMOTION, TENURE AND RENEWAL APPEAL (UPTRAC)

Continuing Members: None

Nominees: Marty DeNys (CHSS), **Dimitrios Ioannou (VSE)**, **Paula Petrik (CHSS – 1-year term)**

Alternates: Jan Arminio (CHSS), Jessica Scarlata (CHSS – 1-year term)

Provost Appointees: Cody Edwards (Associate Provost for Graduate Education) , Daniel Polsby (Dean, School of Law), *Provost Alternate Appointee:* James Olds (Director, Krasnow Institute for Advanced Study)

WRITING ACROSS THE CURRICULUM

Continuing Members: Benedict Carton (CHSS), **Charlene Douglas (CHHS)**, Tamara Maddox (VSE), Arthur Romano (S-CAR), **Stanley Zoltek (COS)**

Nominees: Gregory Robinson (CVPA), Solon Simmons (S-CAR), Sharon Williams van Rooij (CEHD)

Ex Officio: Michelle LaFrance (WAC Program Director)

Jacqueline Brown (SOM) was nominated from the floor. The nomination was seconded.

The nominees to the University Standing Committees were approved by acclamation.

VII. Remarks for the Good of the General Faculty

A Senator observed it was remarkable that Sodexo could keep price of meal to \$5.00 in the meal plan (at Bistro).

Another Senator asked the nominations committee how selective is the nominations process for committees.

Senator Jim Bennett, Chair of the Nominations Committee, responded, we are instructed to fill one person for every vacancy as stipulated in the committee charge. Some committee members carry over service for a second year.

There is a whole matrix of requirements which vary by committee. (Example: some committees require tenured faculty or representatives from different academic units). We ask for volunteers and work from there.

VIII. Adjournment : The meeting adjourned at 4:10 p.m.

Respectfully submitted,

Peter Pober

Secretary

ATTACHMENT A

Preliminary Salary Equity Study Committee Report

May 6, 2013

Committee Members: Margret Hjalmarson (chair), Eden King, Lesley Smith, Catherine Wright

Charge:

To systematically study annually the distribution of faculty salaries at all ranks as identified in Sections 2.1 and 2.2 of the Faculty Handbook; to systematically study salaries by gender, by race/ethnic divisions, and by local academic unit; to examine frequencies of men/women and of members of different race/ethnic categories within LAUs; and additionally to investigate the potential for individual equity measures. The committee shall monitor the establishment and maintenance of a database of faculty compensation including all categories and ranks of faculty, and shall report its aggregate findings on salary and on the status of the database annually to the Faculty Senate and provide specific data to the Equity Office, the Provost, Deans and Directors, and to other LAU administrators.

Report

In March 2013, we began meeting with Kris Smith, Associate Provost for Institutional Research and Reporting, and members of her staff in Institutional Research and Reporting to discuss how to proceed with an analysis of faculty salary from an equity perspective based on rank, classification (term or tenure-track/tenured), gender and race/ethnicity. We have also received support in these meetings from Corey Jackson, Vice President of Compliance, Diversity and Ethics. Throughout this report, we are using data from the Fall 2012 faculty and staff census. Fall 2013 data was not available until April 2013 (not in time for this analysis).

At the outset of the meetings, we discussed a few current concerns among George Mason University faculty. The first concern is salary compression that may be occurring in some units as new faculty have been hired at salaries higher than current faculty who have not received significant raises over the last few years. The second concern is salary equity, in general, as raises and other salary changes are made over time (e.g., raises given at the point of tenure or change in rank). We also reviewed two previous comprehensive reports from 1996ⁱ and 2002ⁱⁱ.

To begin this analysis, we present the following data that represent the start of a more comprehensive analysis to be completed in Summer 2013 and Fall 2013. In order to have a broad view of salary at the university, we first examined data for the entire university. Table 1 shows the mean and median faculty salaries by rank and distinguishing between instructional faculty and research faculty since these two groups have different responsibilities and hiring profiles. Table 2 shows the mean and median salaries by rank at George Mason University and a comparison to public research universities that also have high levels of research activity. Table 2 includes only tenure-track and tenured faculty. All salary data has been adjusted to represent a 9-month salary figure. So, faculty on 12-month contracts are included in the tables as well. While cost-of-living is a concern for the Northern Virginia region, the salaries have not been adjusted for cost-of-living.

Table 1. 2012 Instructional and Research Salaries Descriptive Statistics

Fall 2012 Instructional Faculty Salaries (CUPA-HR)

Rank	Total					
	n	Mean	Median	Min	Max	Std Dev
Professor	362	\$129,168	\$124,356	\$45,506	\$254,835	\$37,407
Associate Professor	397	\$84,857	\$79,740	\$46,117	\$175,000	\$20,898
Assistant Professor	388	\$71,020	\$65,250	\$40,000	\$180,000	\$23,857
Instructor	60	\$57,622	\$51,931	\$37,634	\$165,000	\$20,133
Grand Total	120	\$92,345	\$82,180	\$37,634	\$254,835	\$37,385

Fall 2012 Research Faculty Salaries

Rank	Total					
	n	Mean	Median	Min	Max	Std Dev
Professor	25	\$113,072	\$101,841	\$43,843	\$193,940	\$39,534
Associate Professor	20	\$82,919	\$73,184	\$47,455	\$143,182	\$28,235
Assistant Professor	57	\$62,654	\$65,304	\$32,727	\$115,601	\$18,459
Instructor	58	\$55,845	\$49,733	\$24,055	\$188,233	\$28,829
Postdoctoral Fellow	32	\$42,474	\$41,318	\$32,461	\$62,745	\$7,229
Grand Total	192	\$65,910	\$57,260	\$24,055	\$193,940	\$33,053

Table 2. 2012 George Mason University Average Tenured and Tenure-Track Instructional Faculty Salaries Compared to Public Research Universities (High Research Activity)

	George Mason University			Mason's Avg Salary as % of Public Research Universities' Avg Salary		Public Research Universities (high research activity)*	
	N	Mean	Median	Mean	Median	Mean (\$)	Median (\$)
		(\$)	(\$)				
OVERALL INDEX	894	101,728	91,432	115%	116%	88,364	78,521
Professor	342	130,652	125,299	119%	123%	109,451	101,903
Assoc. Professor	341	86,907	81,968	111%	115%	77,996	71,366
Assist Professor	211	78,801	71,293	111%	113%	70,940	63,223
New Assist. Prof	39	82,846	78,000	110%	110%	75,021	71,212

* RU/H: Research Universities (high research activity)
Carnegie Classification

Source: Public Research Universities' average salary data from the CUPA-HR Index Report (4-Digit CIP). From the CUPA-HR *Data on Demand User's Manual* (2010): *Institutions often want to know how their faculty salaries compare overall or for specific disciplines to those of selected peers. The problem with a direct comparison is that the distribution of faculty by discipline and rank is unlikely to be the same across institutions. For example, if 40% of the overall faculty in a specific*

discipline at one institution is full professors, but at another institution only 20% are full professors, a direct comparison of average salaries is likely to be very misleading.

The 2-Digit and 4-Digit Faculty Index Reports overcome this problem by calculating overall and discipline specific salary statistics for the set of peer institutions based on a distribution of faculty that is the same as that found in the comparing (focus) institution. This provides an "apples-to-apples" comparison and allows an institution to see how its average salaries compare to those of its peers were its peers to have the identical distribution of faculty by discipline and rank.

Salary Equity by Gender

Given that our primary charge is to analyze faculty salary by various demographic variables, the next analysis examines faculty salary by gender as well as the number of faculty at each rank by gender. Table 3 shows the descriptive statistics (frequency, mean, median, and standard deviation) for faculty by rank and faculty type (instructional or research). For salary data, the median is an illustrative statistic given the wide range and the existence of outliers within the data set. Related to salary equity, we also examined the frequency of women and men by LAU, by rank and by tenured vs. tenure-track faculty (see Tables 4 and 5 or summary of frequency by college). Detailed information by department within LAUs is available in the Factbook.

Salary Equity by Classification of Instructional Programs code and Mason Departments

There is significant variability in faculty salary by department and discipline. In addition, many departments employ faculty from multiple disciplines due to their interdisciplinary charges and goals. The Classification by Instructional Programs (CIP) codes is a taxonomy developed by the Department of Education to analyze faculty by field of study. Given a large number of interdisciplinary units and faculty members, this should provide a picture of salary by common disciplinary bounds. To provide a comprehensive picture, we will be conducting further analysis in summer and fall 2013 regarding salary by discipline and department.

Salary Equity by Race

Salary equity by race is a more complex analysis given that, in some cases, there are small numbers of faculty in certain racial/ethnic categories or within LAUs. Also, race/ethnicity reporting is optional and there are an increasing number of faculty members who do not report this information. This analysis is part of the next phase of work for this committee during Summer and Fall 2013.

Areas for Further Investigation

In addition to analysis of faculty salary data by race/ethnicity and gender (including data from 2013 which was released after we started our work for 2012-2013), we have identified a few additional areas that warrant further analysis. First, we would like to investigate trends in salary over time (e.g., what are changes made to faculty salaries as they move through promotion and tenure?). There are a variety of factors that impact an individual's salary. Some of these are structural or explicit (e.g., rank, time since degree, discipline, state budget allocations) and some of these are individually driven or implicit (e.g., negotiation processes through the career, productivity). We will examine which of these variables can be measured with current data and make recommendations for data that could be collected or is beyond the scope of our analysis. At the end of the next phase of analysis, we would also like additional clarification from the Faculty Senate about whether the charge for this committee needs any modification to represent the current state of faculty salary.

Table 3. 2012 Instructional and Research Faculty Salary Descriptive Statistics by Gender

Fall 2012 Instructional Faculty Salaries (CUPA-HR)

Rank	Male						Female					
	n	Mean	Median	Min	Max	Std Dev	n	Mean	Median	Min	Max	Std Dev
Professor	273	\$134,358	\$130,000	\$45,506	\$254,835	\$37,941	89	\$113,250	\$108,693	\$60,480	\$210,000	\$30,657
Associate Professor	227	\$88,500	\$85,458	\$46,117	\$156,728	\$20,994	170	\$79,993	\$75,546	\$51,240	\$175,000	\$19,748
Assistant Professor	181	\$74,863	\$70,000	\$41,200	\$180,000	\$25,405	207	\$67,661	\$63,709	\$40,000	\$156,577	\$21,870
Instructor	23	\$62,924	\$62,561	\$37,634	\$165,000	\$27,137	37	\$54,326	\$50,156	\$39,000	\$81,540	\$13,083
Grand Total	704	\$101,941	\$92,570	\$37,634	\$254,835	\$39,929	503	\$78,914	\$72,643	\$39,000	\$210,000	\$28,515

Fall 2012 Research Faculty Salaries

Rank	Male						Female					
	n	Mean	Median	Min	Max	Std Dev	n	Mean	Median	Min	Max	Std Dev
Professor	22	\$115,127	\$109,929	\$43,843	\$193,940	\$41,720	3	\$97,999	\$98,299	\$95,929	\$99,770	\$1,583
Associate Professor	14	\$81,642	\$73,184	\$47,455	\$143,182	\$27,082	6	\$85,898	\$75,371	\$53,763	\$130,909	\$30,551
Assistant Professor	35	\$63,146	\$65,455	\$32,727	\$100,391	\$17,409	22	\$61,872	\$65,152	\$35,329	\$115,601	\$19,992
Instructor	30	\$62,421	\$53,182	\$24,055	\$188,233	\$36,327	28	\$48,800	\$43,052	\$32,727	\$85,378	\$14,548
Postdoctoral Fellow	17	\$42,464	\$40,909	\$34,200	\$62,745	\$7,496	15	\$42,486	\$41,830	\$32,461	\$62,331	\$6,915
Grand Total	118	\$71,868	\$63,133	\$24,055	\$193,940	\$37,082	74	\$56,409	\$48,327	\$32,461	\$130,909	\$22,250

Table 4. Number of faculty in Local Academic Units by gender and rank (2012)

	Total	Rank											
		Professor			Associate Professor			Assistant Professor			Instructor		
		Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total
Local Academic Unit													
College of Education and Human Development	130	13	13	26	31	17	48	36	14	50	6	0	6
College of Health and Human Services	89	9	11	20	15	7	22	31	8	39	6	2	8
College of Humanities and Social Sciences	416	26	74	100	76	79	155	75	55	130	17	14	31
College of Science	281	12	73	85	17	54	71	41	55	96	18	11	29
College of Visual and Performing Arts	71	11	9	20	11	15	26	7	18	25	0	0	0
School of Law	47	2	22	24	2	2	4	4	5	9	4	6	10
School of Management	82	2	10	12	6	22	28	14	22	36	3	3	6
School of Public Policy	50	6	22	28	2	7	9	9	1	10	1	2	3
Volgenau School of Engineering	161	5	42	47	13	34	47	14	38	52	3	12	15
School for Conflict Analysis and Resolution	23	3	7	10	3	3	6	3	3	6	1	0	1
Krasnow Institute for Advanced Study	23	2	4	6	0	1	1	6	9	15	1	0	1
Academic Administration	29	2	10	12	0	0	0	4	5	9	5	3	8
University Life	16	0	0	0	0	0	0	0	0	0	11	5	16
UNIVERSITY TOTAL	1418	93	297	390	176	241	417	244	233	477	76	58	134

Table 5. Number of faculty by gender and tenure status within LAU (2012)

	Tenure Status									
	Tenured			Tenure Track			Term			
	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total
Local Academic Unit										
College of Education and Human Development	130	36	27	63	18	9	27	32	8	40
College of Health and Human Services	89	18	14	32	13	9	22	30	5	35
College of Humanities and Social Sciences	416	87	141	228	37	34	71	70	47	117
College of Science	281	18	98	116	7	18	25	63	77	140
College of Visual and Performing Arts	71	19	22	41	3	7	10	7	13	20
School of Law	47	3	23	26	3	4	7	6	8	14
School of Management	82	7	28	35	7	15	22	11	14	25
School of Public Policy	50	8	26	34	7	1	8	3	5	8
Volgenau School of Engineering	161	12	65	77	5	23	28	18	38	56
School for Conflict Analysis and Resolution	23	4	9	13	1	1	2	5	3	8
Krasnow Institute for Advanced Study	23	2	4	6	2	3	5	5	7	12
Academic Administration	29	1	9	10	0	1	1	10	8	18
University Life	16	0	0	0	0	0	0	11	5	16
UNIVERSITY TOTAL	1,418	215	466	681	103	125	228	271	238	509

ⁱ *GMU Gender Salary Equity Study and Response to Salary Equity Report of the Ad hoc Committee of the Senate Faculty Matters Committee* by Donald T. Gantz and John J. Miller (September 1996) and *Salary Equity Evaluation* by the Ad hoc Committee of the Senate Faculty Matters Committee. These are reports that were prepared as part of an ad hoc committee created at the request of the Provost to examine faculty salary by gender in 1995-1996.

ⁱⁱ Report of Salary Equity Study Committee report for May 7, 2002 within the Faculty Senate Minutes - http://www.gmu.edu/resources/facstaff/senate/MINUTES_FS_2001-02/7May02.htm