

GEORGE MASON UNIVERSITY
MINUTES OF THE FACULTY SENATE MEETING
NOVEMBER 5, 2014
Robinson Hall B113, 3:00 – 4:15 p.m.

Senators present: Mark Addleson, Changwoo Ahn, Dominique Banville, Jim Bennett, Alok Berry, Lisa Billingham, Melissa Broeckelman-Post, Andrew Carle, Carol Cleaveland, Rick Coffinberger, Charlene Douglas, Robert Dudley, Pamela Garner, Janos Gertler, Michelle Greet, Mark Houck, Dimitrios Ioannou, Timothy Leslie, Jim Metcalf, Linda Monson, Elavie Ndura, Bob Pasnak, Paula Petrik, Frank Allen Philpot, Keith Renshaw, Dennis Sandole, Joe Scimecca, Suzanne Slayden, June Tangney, Iosif Vaisman, Phil Wiest, Shelley Wong, S. David Wu, John Zenelis, Stanley Zoltek.

Senators absent: Peggy Agouris, Kenneth Ball, Doris Bitler Davis, Deborah Boehm-Davis, Ángel Cabrera, Lloyd Cohen, Arie Croitoru, Betsy DeMulder, John Farina, Helen Frederick, Mark Ginsberg, Bruce Johnsen, David Kuebrich, Kumar Mehta, Daniel Menascé, Sarah Nutter, Daniel Polsby, Thomas Prohaska, William Reeder, Pierre Rodgers, Mark Rozell, Stephen Ruth, Catherine Sausville, James Steele, Susan Trencher, Anand Vidyashankar, Jenice View.

Visitors present: LeMan Dantzler, Associate Registrar, Certification; J. J. Davis, Senior Vice President for Administration and Finance; Steve Dillingham, Assistant Registrar, Certification; Pat Donini, Employee Relations Director/Deputy Director- Human Resources; Esther Elstun, Professor *emerita*, Modern and Classical Languages; Sally R. Evans, Chair, Librarians' Council/University Dissertations and Theses Coordinator; Kimberly Ford, Personnel Project Manager, Office of the Provost; Linda Harber, Vice President, Human Resources/ Payroll and Faculty/Staff Life; Kevin Jackson, Jr. Secretary of Government and Community Relations Committee, Student Government; Jim Laychak, Associate Vice President, University Adv & Alumni Relations; Michelle Lim, Faculty Initiatives Manager, Human Resources/Payroll; Janette Muir, Associate Provost for Undergraduate Education; Leila Raminpour, Student Senator, Student Government, Faculty Liaison; David Roe, Director of Real Estate and Administration, GMU Foundation; Kerry Ross, Director of Benefits and Well-Being, Human Resources/Payroll; Mark Smith, Director, State Government Relations.

I. Call to Order: The meeting was called to order at 3:00 p.m.

II. Approval of the Minutes of October 8, 2014: The minutes were approved as distributed.

III. Announcements

Provost S. David Wu remarked it is always great to come back, and provided the following quick announcements and updates. Claudio Cioffi-Revilla from the Center for Social Complexity has been appointed interim Vice President of Research and Economic Development. He will help to organize the office appropriate for our ambitions as a Research I university. He will form a task force to take a holistic look at the Vice President for Research Office to organize into three major functional areas: (1) Research Administration (OSP, Compliance, environmental health and safety, including human subjects); (2) Research Development (exploring new opportunities and building relationships); (3) Economic Development (Technology Transfer, the Mason Enterprise Center,

other commercialization). More details to come; the Task Force is not planning to begin a national search until bringing the structure to a healthy state.

Need to enhance the graduate application process at GMU, to significantly improve our response time and responsiveness to applicants. Ultimate decisions remain at colleges; just to take labor-intensive process causing delays. Cody Edwards will be in charge of this along with representatives from the colleges. Hoping to improve response time by 60% if not more. Not a centralization of graduate applications, but a way of unifying how we handle applications.

A survey of work conditions among non-tenure track faculty was conducted by three Mason doctoral students. In an email distributed yesterday to faculty and staff (Nov. 4, 2014), Provost Wu addressed the topic (See <http://president.gmu.edu/2014/11/adjunct-faculty>) and also had some communications with media, CHE, Inside Higher Education. We acknowledge problems expressed; we do not agree with all of it. Associated issue with compensation not limited to non-tenure-track faculty, but to faculty as a whole. We are taking immediate action based on some of the survey's findings, including an invitation to all new adjunct faculty members to attend an orientation.

A senator offered the following suggestions given the limit on raising direct compensation: (1) Provide parking permits to adjunct faculty; (2) provide a meal voucher for adjunct faculty; (3) adjunct faculty might not have the time to attend orientation. Provost Wu appreciated the suggestions. Some deans have taken different steps for them.

Questions/Discussion:

Senator: It is rumored the university took out a \$10 million loan re Korea. Is this true?

Provost Wu: It is not true.

Follow Up: Are we losing money in Korea? If we are, has there been any audit review?

Provost Wu: When the Mason Korea plan was approved by the BOV, financial projections (made). From the get-go, like any other start-ups, we are more or less on track. The subsidy from the South Korean government and shorter loan are to be paid back, conditions are being met now. We are taking steps so that we won't fall into (worse) situation in the long term. Not so much re-negotiation but to make sure the Korean government abides by initial agreement – to be a self-contained unit not to use Fairfax financial resources.

Sr. Vice President Davis added it is a fairly fluid situation, understanding we can resolve this quickly and efficiently. We have a certain level of expectation, risk borne by South Korea, with no risk to the institution.

Follow up: Is South Korea not stepping up?

Sr. Vice President Davis: There have been changes in the Korean leadership and other organizational changes – we are making sure terms are met on a timely basis.

Provost Wu: SACS recently visited Mason Korea, along with Dean Sarah Nutter (School of Business) and Michelle Marks (Vice Provost for Academic Affairs). Other than a few minor considerations, the visit was very successful, SACS was very happy with what they had seen, from interviews with students and faculty on the Mason Korea campus. The SACS report is not officially out, but the initial assessment was positive.

Senator: The Korean government has agreements with other institutions. Do we have reason to be concerned?

Provost Wu: There are four other institutions there. We are the second institution, after SUNY. We started in spring 2014. Utah and Ghent began this fall. An optimistic picture including upward enrollment trend, additional layers to original model, to send more Virginia students there and a base to recruit more Korean students to Mason (among other strategies), to make operations more robust.

Mark Smith, Director State Government Relations offered suggestions on how we as faculty can interface with Richmond. He is also pleased to report your two-person team in Richmond has put the Mason brand all over Richmond. He thanked faculty (including some in the room) for their actions. Long-term budget outlook is very uncertain, and we will need to maintain our efforts. In addition, higher education is under more scrutiny from SCHEV, JLARC, FOIA requests, etc.

In spirit of transparency, he presented two draft papers (below) as a guideline and advice for faculty and staff, to use as a quick reference. Edits and comments are encouraged.

PROPOSED

Public Positions on State Legislative and Budgetary Issues Faculty and Staff Public Comment Advisory

The purpose of this advisory is to help faculty and staff deal with requests for public comment, whether oral or written, on legislative and budgetary matters. At the outset, it is important to emphasize that the University respects the right of employees to communicate with government officials and others on matters of public policy. This advisory is designed to clarify roles and responsibilities and contemplates two general situations: first, requests for public comments from faculty and staff in their individual capacities or as members of outside organizations; second, requests for public support from the University.

With respect to the first situation, there is a tendency for people who hear or receive comments from faculty and staff to believe that if a person identifies himself as an employee of Mason that he is speaking on behalf of or with the approval of the University. That is often not the case. In fact, the President must approve official University positions. Accordingly, when faculty or staff members testify as individuals or as representatives of an organization other than Mason, we request that they inform their “audiences” that their comments are not intended to represent the views of the university. A simple caveat at the beginning of written or oral comments that states, “I am not representing the views of George Mason University” will suffice. Following this procedure will insure that faculty and staff can feel free to offer testimony. It will alleviate any concerns that their statements will be wrongly construed to be official positions of the University.

Faculty and staff not testifying on behalf of Mason should refrain from using University stationery to express their views. Likewise, faculty and staff are encouraged to adhere to University policies relating to

the use of equipment, including but not limited to email, facsimile, and telephones. In addition, if testimony is given during a faculty or staff member's normal business hours, he should consider whether it is appropriate to utilize annual leave while away from the workplace.

With respect to the second situation, if faculty and staff believe it appropriate, they are encouraged to communicate in writing to their deans and/or department chairs any request for the University to publicly support a specific legislative or budgetary proposal. It would also be helpful to provide a recommendation with supporting reasons in any such communication. The dean or department head will determine if the matter should be referred to their vice president for further review and action. The vice president will, in turn, decide whether to forward the request on to the president for approval.

In the event a request for University public support is received with a response time of less than five business days, in addition to a department chair, dean or vice president, contact with the Office of the Vice President for Government & Community Relations would be appreciated.

If you have any questions regarding this advisory, please contact Mark Smith, Director of State Government Relations, at mesmith@gmu.edu or 804-786-2216.

As of September 2014

PROPOSED

Development of State Legislative and Budget Priorities

This Advisory outlines the development process for state legislative and budgetary priorities for George Mason University.

Goals of Priority Setting Process

The primary purpose of setting legislative and budget priorities is to ensure a well-planned and strategic approach to securing approval of legislative objectives and critical funding needs for George Mason University. Such planning will enable the university to dedicate an appropriate balance of staff resources to navigate through the legislative and agency processes.

Process to Establish Priorities

Vice Presidents for each respective area of responsibility will have full discretion to set internal review/approval processes for proposals to be considered for inclusion as a priority. Such processes may include requirements for supporting documentation, internal review exercises, and deadlines that may be necessary, in addition to the optional template and annual timetables noted below. Vice Presidents will advance those legislative and budget proposals that enhance the goals and mission of George Mason University to the Government Relations Council which will then advance the priorities to the President for final consideration.

The University will not support legislative or budget priorities that are advanced without following the process established in this advisory.

Legislative and budget proposals are ultimately submitted to state agencies in a variety of formats. Such formats change from year-to-year and are not always known in advance of required decision timelines (noted below). Each Vice President will provide direction on the format and level of detail for any such proposals originating in their area of responsibility. The Office of the Senior Vice President will format proposals in the decision brief template provided by the Department of Planning and Budget.

Annual Timetable

While the timetable for legislative and budget processes are subject to change each year, the following timetable will provide a general sense of the calendar of events, with the understanding that each Vice President may develop other internal deadlines.

Timeline	
June 1	Vice Presidents submit proposal(s) to Office of State Government Relations for GRC consideration
July 15	President's approval of proposed priorities
September	Executive Branch meetings
September - December	Legislative visits
Fall BOV Meeting	Board of Visitors informed of priorities
December	Governor announces budget recommendations
January	Budget Amendments submitted to General Assembly
January - March	Active role with General Assembly Session
March - April	Confer with Governor's Office in preparation for Reconvened Session

Recognizing that legislative and budget issues unique to George Mason may materialize past certain deadlines noted in the annual timetable, it is unlikely that Mason will be able to advance a proposal identified after November 1 in order to be approved for the upcoming state (July 1) fiscal year. The University will, however, continue to work with advocacy associations throughout the year on matters of mutual interest to universities and other relevant state agencies.

On a related topic, the University will work in tandem with many professional and advocacy associations on legislative initiatives of mutual interest. Please see additional information on taking [public positions on legislative and budgetary issues](#).

If you have any questions regarding this advisory, please contact Mark Smith, Director of State Government Relations, at mesmith@gmu.edu or 804-786-2216.

As of September 2014

Discussion: Richmond knows our students are coming there. What do you hear about what the Virginia legislature will do about funding?

Mark Smith: Budget dilemma as it relates to Mason for FY 2016: There is a \$280 million hole in the state budget, although when questioned last week, the Secretary of Finance noted September revenue better than expected. Our message continues to ring in Richmond; branding of what we are doing is good. Faculty, students and staff serve on various state committees – we are plugged in. As we come out of wilderness in the economy, wants to make sure we are thought of early, often, and first.

Second Issue: [Development of State Legislative Priorities](#). He can see some things coming together regarding research and infrastructure, also attention to pathway programs (e.g. military/nursing experience) before budget fell out last year. Better priorities we come up with are discussed throughout the university, not a top-down process. He also wants to look at bigger picture – cross college issues – to set up mechanism working with vice presidents, staff, deans, etc. As the academic year has a cycle, so does the legislative year. (See [Annual Timetable](#)). Noting it is too late to begin in November for January (session), there are countless meetings in August and September.

Third Issue: As individuals are active in many professional organizations, to set legislative priorities does not mean other things won't pop up – we work with various associations such as the Faculty Senate of Virginia, the state employees association – “below the line” activities and are interested in feedback from your organizations.

Senator: What is the BOV doing in Richmond?

Mark Smith: The BOV and President came down to Richmond along with other vice presidents each week and students came down in January 2014. Eleven Visitors spent two days in Richmond; it is nice to have BOV members walking around and getting the attention of legislators there. Also tapping into the alumni association statewide and foundation folk. Can now in the aggregate let individual legislators know how many Mason students and alumni are in their districts. He encouraged everyone to come to Richmond, only 90 miles each way.

Senator: What can faculty who are DC or Maryland residents do?

Mark Smith: He tries to have at least one person from the relevant district when visiting legislators.

Kevin Jackson, Student Government, Mason Lobbies

Serving as the Secretary of the Government Community Relations Committee, Kevin encouraged everyone to participate in Mason Lobbies 2015, January 29, 2015 in Richmond. Copies of brochures were distributed with more detailed information. We will be upping standards from last year – 100+ people meeting with legislators, engaging in conversations, etc. Issues include more state funding for financial aid, increases in research funding and faculty and staff compensation,

capital improvements especially for Robinson Hall, not adapted to the needs of the 21st century. And more funding to combat sexual violence.

Senator: Are other colleges and universities in Virginia lobbying also?

Kevin Jackson: We sometimes go on the same day – last year William and Mary were there on the same day. To make effort for common issues, research funding may not be as big an issue there.

Sr. Vice President J.J. Davis made a presentation on the Foundation and its fundraising. The [presentation](#) is posted on the Faculty Senate website.

Questions/Responses

Slide 7: FY 2014 George Mason University Gifts by Purpose: What falls under “Unrestricted & Other, \$5.3M, 10%”?

Sr. VP Davis: This includes facilities rental, honorariums, among sixteen other categories.

Senator: The Center for History and New Media has two well-endowed NIH grants. Roy Rosenzweig (its late founder) was told by GMU Foundation none of his business, money raised personally by him along with other history faculty.

Sr.VP Davis will take comments back to the Foundation.

Senator: Are/Why are GMU Foundation employees listed as state employees in Richmond?

Sr. VP Davis will look into how these individuals are classified.

IV. New Business – Committee Reports

A. Senate Standing Committees

Executive Committee – no report.

Academic Policies – Suzanne Slayden, Chair

We expect to receive the three year academic calendar next week from the Registrar’s Office.

Budget and Resources - no report.

Faculty Matters – Joe Scimecca, Chair

We are working on four items of business: the final report from Environmental Health and Safety Office on Robinson Hall; Faculty Handbook evaluation claims; summarizing comments for the 2013-14 Faculty Evaluation of Administrators; and the perpetual problem of summer school: an email distributed to faculty members yesterday, responses trickling in.

Nominations – Jim Bennett, Chair

Nominees to serve as faculty representatives to the FY 2016 Strategic Financial Plan Working Groups: Tim Leslie (COS) and Ana Stoehr (CHHS) Operational Effectiveness: Academic and Administrative Group; Tom Owens (CVPA) and Stacia Stribling (CEHD)

Graduate/Undergraduate Enrollment Group. No further nominations were made from the floor, the nominees were elected.

Organization and Operations: no report.

B. Other Committees/Faculty Representatives

Mason Core Committee – Janette Muir, Chair

After much conversation and feedback from you, advocating having either a synthesis or capstone experience, Associate Provost Muir presented the following resolution:

Resolution for the Faculty Senate:

Students may take either a Synthesis class or Capstone Experience for their final Mason Core requirement. Units will recommend the option that works best for their specific majors.

Background:

The Mason Core committee took comments and suggestions from the University community regarding the change from synthesis to a capstone experience for every student. Based on feedback, the committee has approved the addition of a Capstone Experience so that units would have two available options to choose from for their students. The decision is now brought before the Faculty Senate for final approval.

Synthesis or Capstone Experience (catalog copy draft)

Synthesis or Capstone Experience Requirement (minimum 3 credits)

Students meet the final Mason Core requirement by completing either a disciplinary capstone experience or a Mason Core Synthesis course. Students should confer with their advisors to determine whether they will meet this requirement via a capstone experience or a synthesis course.

Prerequisite: Completion of both the Oral Communication and Written Communication (lower and upper level) requirements or permission of instructor.

Capstone Experience

The purpose of the Capstone Experience is to consolidate the knowledge and understanding gained in a student's major degree and Mason Core courses. Each department or program designates the capstone experiences available to students in those majors and programs. Learning outcomes for this course are determined by the local unit.

The Synthesis Course

The purpose of the synthesis course is to provide students with the opportunity to synthesize the knowledge, skills and values gained from the Mason Core curriculum. Synthesis courses strive to expand students' ability to master new content, think critically, and develop life-long learning skills across the disciplines. While it is not feasible to design

courses that cover all areas of general education, synthesis courses should function as a careful alignment of disciplinary goals with a range of Mason Core learning outcomes.

Learning Outcomes:

The Mason Core Synthesis course must address outcomes 1 and 2, and at least one outcome under 3. Upon completing a Synthesis course, students will be able to:

1. Communicate effectively in both oral and written forms, applying appropriate rhetorical standards (e.g., audience adaptation, language, argument, organization, evidence, etc.)
2. Using perspectives from two or more disciplines, connect issues in a given field to wider intellectual, community or societal concerns
3. Apply critical thinking skills to:
 - a. Evaluate the quality, credibility and limitations of an argument or a solution using appropriate evidence or resources, OR,
 - b. Judge the quality or value of an idea, work, or principle based on appropriate analytics and standards

Required: One approved course.

The resolution was approved.

University Promotion, Tenure and Renewal Appeal Committee – Paula Petrik, Chair

Three cases were disposed of, cases sent on to departments. New format was bumpy; changes are being made to make process run more smoothly. Chair Douglas thanked Professor Petrik for her leadership on the committee.

V. Other New Business – none.

VI. Remarks for the Good of the General Faculty – none.

VII. Adjournment: The meeting adjourned at 4:12 p.m.

Respectfully submitted,
Timothy Leslie
Secretary