

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

**Senators present:** Changwoo Ahn, Dominique Banville, Jim Bennett, Alok Berry, Lisa Billingham, Doris Bitler Davis, Andrew Carle, Carol Cleaveland, Rick Coffinberger, Betsy DeMulder, Charlene Douglas, Robert Dudley, Pamela Garner, Janos Gertler, Michele Greet, Mark Houck, Dmitris Ioannou, Timothy Leslie, Kumar Mehta, Daniel Menascé, Jim Metcalf, Linda Monson, Elavie Ndura, Bob Pasnak, Paula Petrik, Frank Allen Philpot, Keith Renshaw, Pierre Rodgers, Stephen Ruth, Catherine Sausville, Joe Scimecca, Suzanne Slayden, Iosif Vaisman, Anand Vidyashankar, Jenice View, Phil Wiest, Shelley Wong, S. David Wu, John Zenelis, Stanley Zoltek.

**Senators absent:** Mark Addleson, Peggy Agouris, Kenneth Ball, Deborah Boehm Davis, Ángel Cabrera, Arie Croitoru, Helen Frederick, Mark Ginsberg, David Kuebrich, Sarah Nutter, James Olds, Daniel Polsby, Thomas Prohaska, William Reeder, Mark Rozell, June Tangney, Susan Trencher.

**Visitors:** J. J. Davis, Senior Vice President for Administration and Finance; Pat Donini, Employee Relations Director/Deputy Director- Human Resources; Cody Edwards, Associate Provost for Graduate Education; Esther Elstun, Professor *emeritá*, Modern and Classical Languages; Kim Ford, Personnel Project Manager, Office of the Provost; Daniel Garrison, Applied Information Technology; Volgenau School of Engineering; Linda Harber, Vice President, Human Resources/ Payroll and Faculty/Staff Life; Megan Kirk, Vice Chair, Staff Senate; Michelle Lim, Human Resources Faculty Initiatives Manager; Michelle Marks, Vice Provost for Academic Affairs; Janette Muir, Associate Provost for Undergraduate Education; Star Muir, Professor, Communication; College of Humanities and Social Sciences; Sharon Pitt, Information Technology Unit; Peter Pober, Professor of Communication; College of Humanities and Social Sciences; Kerry Ross, Director of Benefits and Well-Being, Human Resources/Payroll.

**I. Call to Order:** The meeting was called to order at 3:01 p.m.

**II. Approval of the Minutes of April 23, 2014:** The minutes were approved.

**III. Announcements**

**Provost S. David Wu – Goals for FY 2015:** Chair Charlene Douglas welcomed Provost S. David Wu. He noted this is his first opportunity to meet the Faculty Senate. He has had more than one meeting with the Faculty Senate Executive Committee. Provost Wu stated that he has been attending town hall meetings with faculty around campus. The floor was then opened briefly for questions.

At the higher level, Provost Wu outlined four specific roles as Provost:

-1- Academic Side –to determine Mason’s intellectual signature; cultivate newly established multidisciplinary institutes and identify potential new initiatives. The goal is for people to collaborate and to think about big international tents.

-2- Structures and resources in time of budget difficulties – Do we have the right structure to manage institution of such complexity and scope? Budget model from an older reality than today.

-3- Setting priorities – Many different things to do, including evaluating goals and order in a way to generate resources for later.

-4- Engagement – On and off campus. “People” Role – direct interaction with faculty and encounter many of you. Not limited to campus, also includes alumni, friends as well as faculty, staff and students.

People role as one of most important for my role as a Provost. When we move forward with all these new initiatives and ideas, important for engagement process. Happy to engage specific questions.

(See also [Attachment A](#) Goals for Upcoming Academic Year FY 15 for more detailed information.)

Question: In determining Mason’s intellectual signature, (will the process work) from the top down or the bottom up?

Provost Wu spends a lot of time talking about this in town hall meetings, thinking evolving with it. Some large intellectual tent, to think about larger issues and problems of our time – not discipline-specific, but to involve many from different disciplines to come under the tent. Whatever issues inspires you the most - e.g. engineering, social scientists, artists – how to bring these perspectives to solve problems. Not limited to research but also opportunities for educational innovations. Various different formats, you are familiar with – e.g. workshops, symposia as brainstorming – to bring people to think together under larger umbrella to leverage from each other. Could in process create new opportunities to bring in students, external resources, external support to generate new opportunities. Structure and Resources: How to create structure/resources system to do this consistent with financial system – motivate for collaboration to take place.

Question: Concerned about global initiatives, such as the revamp of Mason Korea program; boosting its enrollment and financial goals/projections for INTO?

Provost Wu: In both cases, very important start ups. For Mason Korea, it is fair to say the enrollment in Mason-Korea is not meeting our initial expectations for many different reasons, including one important reason we learned in process. Mason-Korea is an International Trading Zone. The Korean government is creating national educational setting attuned to Korean population. The Mason-Korea students we attract reside in the International Zone to begin with, and Mason is not really considered a real alternative to traditional Korean university (such as Seoul University) – more alternate educational model than part of mainstream. Recruiting from a much smaller pool of students than initially thought.

Follow-up question inquired about the marketing research done before we jumped in?

Vice Provost Marks: Marketing study was done. The first semester opened March 14 (2014). Mason degree costs \$20,000, the average Korean degree costs \$10,000 there. Joy Hughes is now serving as new interim president there. Within two weeks (we expect) to have a good idea of plan; to report in about a month. Of 60 students enrolled, 35 new students, 25 returning students, representing an 85% retention rate.

Provost Wu: Now in country, we are learning a lot more.

Vice Provost Marks: As we learn more about what market really is, Korean universities were not intended to be our direct competitors; our competitors as American universities for Koreans to receive an American degree. We are competitive with other European and American universities there; also idea of Chinese market.

Provost Wu: INTO is meeting milestones. The Mason Inn was successfully converted into the Mason Global Center residence hall. The first cohort (has moved in).

Senior Vice President JJ Davis: Initial target was for 400 students. After visa issues 300 students arrived for fall term, hoping to make up numbers for spring term. We received close to 800 applications for spring term.

Question: You spoke with the Mason Core Committee a few weeks ago – “to do less, but do better.” Regarding General Education: how to go about deciding which things to stop doing?

Provost Wu: A great question. Context about spotty trend of enrollment growth, large number of transfer students – important balance between quality and quantity. A critical determination? Factor for growth: how do we sustain quality as an outcome? Structures/changes may be necessary to allow local academic units a lot more autonomy. Generally not in favor of one-size-fits-all approach, those kinds of trade-offs need to be considered at local level to maintain quality.

### **Senior Vice President JJ Davis - 2015 Budget**

Senior Vice President Davis thanked faculty for being here and off to a great start for fall. The state of Virginia has a \$2.5 billion shortfall in biennium budget. At holiday time last year, expectations were for \$17 million in new revenues. There will be no pay raise. We now face mid-year and base budget cuts for AY 15-16. Now giving 6.3 million back in two weeks; and a \$9 million base reduction in FY 16. College units to give 2.5% cuts, all non-college administrative units have cuts of 3-5 %.

We have to transform our financial model. University receives less than 20 cents/dollar in state support compared to 70 cents/dollar in the 1980s. For FY 16 we will look at tuition levels as well – to bring institution forward with less and less state funding. She encouraged faculty to attend the [Budget Town Hall meeting on September 4<sup>th</sup>](#) – priority to preserve academic core and students. The \$15.3 million cuts over two years represent a \$21 million differential from December 2013

Question: What about pensions and health care? How to diversity revenue streams?

Sr. VP Davis: We are not done yet.

Question: As state contribution to budget declined, has this been accompanied by decrease of state control?

Sr. VP Davis: A disproportionate increase in state control and regulation. We are asking for regulatory relief.

Question: With the state contribution of 20%, a 5% cut of 20% of budget equals 1%. Why 5%?

Sr. VP Davis: Some of it is in capital expenditures, which we cannot cut. We are working with the with Budget Committee to identify further cuts, as well as to understand the totality and manage through next two years. We will send out more information.

Question: Suggests branding campaign as a place to recover some funding. \$2.5 million dollars was spent five years ago, and we need to set priorities for what gets cut. We just did branding, maybe this is something we can postpone?

Sr. VP Davis noted we look for suggestions, maybe branding is important to understand our competitive landscape in order to stand above our competition.

**Appointments:** June Tangney (CHSS) will serve as chair pro tempore. Suzanne Slayden (COS) will serve as Parliamentarian. Linda Monson (CVPA) and Shelley Wong (CEHD) will serve as Sergeants-at Arms. Mark Houck (VSE) will serve as faculty representative to the Provost's Budget Planning Team.

Welcome Tea for Provost Wu and Faculty Senators at Mathy House – Sept. 10, 2014: Chair Douglas encouraged all Faculty Senators to attend, an opportunity to speak about things on our mind.

DMV2Go visits Mason Campuses; services available on [DMV2Go website](#); calendar and locations included in links.

Paternity Leave: A request to get fathers funding for 6 weeks leave was put into budget, but was not funded. HR is willing to discuss with individual faculty ways to do this.

Investigation of Robinson Hall as a "sick building": Chair Douglas thanked JJ Davis and Senators Susan Trencher and Joe Scimecca. The process of examining Robinson Hall as a sick building is underway.

#### **IV. New Business – Committee Reports**

##### **A. Senate Standing Committees**

*Executive Committee* – Charlene Douglas, Chair

Chair Douglas apologized for confusion regarding a revision of the following resolution that was not passed through the Executive Committee. The resolution approved by the Executive Committee:

#### **Faculty Senate Resolution Disapproving How Changes Were Made to the 2014 Summer Session Calendar**

**WHEREAS** the Director of Student Financial Aid claimed that Federal Regulations required Summer School terms to be at least six weeks in duration or else students would be denied federal financial aid; and

**WHEREAS**, based on the Director of Financial Aid's claim, the Director of Summer Term adjusted the Summer School calendar accordingly and stated in a document given to the Chair of the Faculty Senate and others (April 9, 2014): "*The changes*

*to Sessions A and C were not intended to negatively impact students or faculty, but rather to ensure students were in no way denied the opportunity for financial funding due to administrative non-compliance."*; and

**WHEREAS** an analysis of other public universities throughout the Commonwealth revealed that Summer 2014 terms varied in length—and at least two (JMU and UVA) conducted four week terms; and

**WHEREAS** when the Director of Student Financial Aid was asked to produce the Federal Regulation requiring this change, she was unable to do so; and

**WHEREAS** the *Federal Student Aid Handbook, 2013-2014* published by the U.S. Department of Education does not define the length of Summer terms (although it does define the lengths of academic-year terms);

**THEREFORE BE IT RESOLVED** that the Faculty Senate acknowledges the reversion of the 2015 Summer session terms from six to five weeks, reaffirms its prerogative to approve in advance and in detail the Academic Calendar of the University, but disapproves the manner in which the changes to the 2014 Summer School calendar were instituted.

**The motion was approved unanimously by voice vote.**

*Academic Policies* - no report.

*Budget and Resources* – no report.

*Nominations* – see **V. Other New Business A. Elections**

*Organization and Operations* – no report.

## **B. Other Committees/Faculty Representatives**

*Salary Equity Study Committee Annual Report 2013-14*

See [Attachment B](#) for the full text of the report.

*Report from Faculty Representative to the BOV Research Committee (May 2014)*

See [Attachment C](#) for the full text of the report.

## **V. Other New Business**

### **A. Elections**

#### **September 2014 Faculty Senate Nominations Committee Report**

The Committee on Nominations presents the following nominations for AY 14-15:

**Election of the Secretary of the Senate:** Nominees: Timothy Leslie (COS) and Elavie Ndura (CEHD) Paper ballots were distributed. Timothy Leslie was elected to serve as Secretary.

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

**ACADEMIC POLICIES**

*Continuing Members:* Helen Frederick (CVPA), Frank Allen Philpot (School of Business)

*Nominees:* Dominique Banville (CEHD), Michele Greet (CHSS), Suzanne Slayden (COS)

**BUDGET AND RESOURCES**

*Continuing Members:* Mark Houck (VSE), June Tangney (CHSS)

*Nominees:* Kumar Mehta (School of Business), Daniel Menascé (VSE), Susan Trencher (CHSS)

**FACULTY MATTERS**

*Continuing Members:* Mark Addleson (SPGIA), Doris Bitler Davis (CHSS), Joe Scimecca (CHSS)

*Nominees:* Alok Berry (VSE), Keith Renshaw (CHSS)

**NOMINATIONS**

*Continuing Member:* Rick Coffinberger (School of Business)

*Nominees:* Four vacancies, nominations must come from the floor. Jim Bennett (CHSS), Dimitrios Ioannou (VSE), Linda Monson (CVPA) and Pierre Rodgers (CEHD) were nominated from the floor. Each nomination was seconded.

**ORGANIZATION AND OPERATIONS**

*Continuing Members:* Lisa Billingham (CVPA)

*Nominees:* Arie Croitoru (COS), Bob Dudley (SPGIA), Pamela Garner (CHSS), Bob Pasnak (CHSS)

**The nominations 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:* **Carol Cleaveland (CHSS)**, Rutledge Dennis (CHSS), Kelly Dunne (CHSS)

*Provost Appointee:* Michael Hurley (CHSS)

*Nominees:* Walter Morris (COS), **Jenice View (CEHD)**

## **ACADEMIC INITIATIVES**

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

*Nominees:* Jim Finkelstein (SPGIA), Elaine Rendler (CVPA)

*Ex Officio:* Solon Simmons (Interim Vice President of Global Strategies)

## **ADMISSIONS**

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

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

*Nominees:* Chris Kennedy (COS), Jennifer N. Victor (SPGIA)

## **ADULT LEARNING AND EXECUTIVE EDUCATION COMMITTEE**

*(formerly the Non-Traditional, Interdisciplinary, and Adult Learning Committee)*

*Continuing Members:* Jeng-Eng Lin (COS), Kristin Scott (CHSS), Karen Studd (CVPA)

*Nominees:* **Andrew Carle (CHHS)**, Xiaoquan Zhao (CHSS)

## **ATHLETIC COUNCIL**

*Continuing Members:* Amanda Allen Caswell (CEHD), **Phil Wiest (CHSS)**

*Nominees:* Gerald Hanweck (School of Business), Hun Lee (School of Business)

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

## **EFFECTIVE TEACHING**

*Continuing Members:* Lorraine Valdez Pierce (CEHD), Danielle Rudes (CHSS) Rodger Smith (CHSS), Ghania Zgheib (ELI )

*Nominee:* **Betsy DeMulder (CEHD)**

## **EXTERNAL ACADEMIC RELATIONS**

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

*Nominees:* Faye Taxman (CHSS), Ana M. Stoehr (CHHS)

*Provost Appointee:* Cheryl Druehl (School of Business)

## **FACULTY HANDBOOK REVISION (3-year terms)**

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

*Nominee:* Cynthia Lum (CHSS-2017)

## **GRIEVANCE**

*Continuing Member:* **Joe Scimecca (CHSS)**

*Nominees:* John Farina (CHSS-2016), Linda Merola (CHSS-2015), Hazel McFerson (SPGIA-2015), John Riskind (CHSS -2016)

## **MASON CORE COMMITTEE** (8 elected members, 3-year terms)

*Continuing Members:* **Dominique Banville (CEHD – 2015)**, Melissa Broekelman-Post (CHSS -2016), Rebecca Ericson (COS – 2015), Tamara Maddox (VSE – 2016),

*Nominees:* Kelly Dunne (CHSS – 2017), Mara Schoeny (S-CAR –2017), Hugh Sockett (SPGIA-2017), Carol Urban (CHHS-2017)

*Provost Appointees:* Rick Diecchio (COS), Doug Eyman (CHSS), **Frank Allen Philpot (School of Business)**, Peter Winant (CVPA)

*Ex-Officio:* Janette Muir (Associate Provost for Undergraduate Education), Chair  
Kim Eby (Director, Center for Teaching and Faculty Excellence)  
Stephanie Hazel (Associate Director, Institutional Assessment)

## **MINORITY and DIVERSITY ISSUES**

*Continuing Members:* Xiaomei Cai (CHSS), Nirup Menon (School of Business), Kristy L. Park (CEHD)

*Nominees:* **Elavie Ndura (CEHD)**, Bethany Letiecq (CEHD)

## **SALARY EQUITY STUDY**

*Continuing Member:* Monique Van Hoek (COS)

*Provost Appointee:* Penelope Earley (CEHD)

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

*Nominees:* Paul Gorski (CHSS), **Shelley Wong (CEHD)**

## **TECHNOLOGY POLICY**

*Continuing Members:* Gerald Hanweck (School of Business), Dieter Pfoser (COS), **Catherine Sausville (COS)**

*Provost Appointee:* Steven Nodine (Director, Office of Distance Education)

*Nominees:* Julie Christensen (CHSS), Kevin McCrohan (School of Business), **Stanley Zoltek (COS)**



## **UNIVERSITY PROMOTION, TENURE AND RENEWAL APPEAL (UPTRAC)**

*Continuing Members:* Marty DeNys (CHSS), **Dimitrios Ioannou (VSE)**

*Nominee:* **Paula Petrik (CHSS)**

*Continuing Alternate:* Jan Arminio (CHSS)

*Alternate Nominee:* Stefan Toepler (SPGIA)

*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:* Jacquelyn Brown (School of Business), Gregory Robinson (CVPA), Sharon Williams van Rooij (CEHD)

*Nominees:* Steve Holmes (CHSS), John Aditya (VSE), Mary Ewell (COS), **Stanley Zoltek (COS)**

*Ex Officio:* Michelle LaFrance (WAC Program Director)

**The nominations to the University Standing Committees were approved.**

### **VI. Remarks for the Good of the General Faculty**

A Grand Piano Celebration, scheduled for Sunday, Sept. 21, 3 p.m., at the Center for the Arts on the Mason Fairfax Campus, featuring Senator Linda Monson.

The Center for Global Studies is sponsoring a research workshop on September 12 from 9:00 am – 5:00 p.m.: **Advancing Sustainable Peace and Development Through Education in the African Great Lakes Region** .

**VII. Adjournment:** The meeting adjourned at 3:50 p.m.  
**(followed by brief organizational meetings of the Senate Standing Committees)**

Respectfully submitted,  
Timothy Leslie  
Secretary

## ATTACHMENT A

### Provost and Executive Vice President FY 2015 Goals

August 4, 2014

#### 1. Planning and Strategic Initiatives

##### Multidisciplinary Research

- Determine Mason's intellectual signature
- Cultivate newly established multidisciplinary institutes and identify potential new initiatives

##### Online

- Complete strategic plan for Online Innovation
- Establish one major partnership
- Complete the search and appointment of new leader, creation of financial/business plan

##### Executive and Professional Education

- Complete the search and appointment of new leader, creation of financial/business plan and any necessary organizational structures

##### Entrepreneurship

- Integrate entrepreneurship activities and programming across offices and departments
- Restructure Mason Enterprise Center as the university platform for entrepreneurship and innovation

##### Global

- Complete the search and appointment for VP for Global Strategy and the President of Mason-Korea
- Revamp Mason-Korea to boost enrollment
- Meet financial targets for Mason Global Pathways (INTO)

#### 2. Strengthen Organization

Launch university-wide and unit-specific dashboards aligned with the new strategic plan (with SVP)

Develop new budgeting system aligned with new vision (with SVP)

- Meet milestones for 2015-16 rollout
- Develop proactive strategies and systems for faculty recruiting and retention

Align organization structure with key strategic goals (with SVP)

- Student success, Student access, Research, Online Innovation, Executive Education, Community Engagement, Entrepreneurship, Global Engagement, and Regional Campuses

### 3. Secure Resources

Make meaningful progress towards a three-year target of \$130M in sponsored research awards from public and industry sources

Meet overall student enrollment, retention and completion projections

## ATTACHMENT B

### Salary Equity Study Committee Report

May 7, 2014

Committee Members: Margret Hjalmarson (CEHD - chair), Penelope Earley (CEHD), Eden King (CHSS), Rory Muhammad (Office of Compliance, Diversity & Ethics), Lesley Smith (NCC), Catherine Wright (CHSS)

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 November 2013, we began meeting with Kris Smith, Associate Provost for Institutional Research and Reporting, members of her staff in Institutional Research and Reporting and Human Resources representatives 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. Throughout this report, we are using data from the 2012-2013 faculty and staff census. We identified two areas of interest for our work: faculty salary by discipline and faculty retention. Descriptions of faculty demographics, average annual salary, and other demographic variables can be found in the annual university Factbook publication, <http://irr.gmu.edu/factbooks/>.

### *Statistical Modeling of Faculty Salary by Discipline*

At the outset of the meetings, we determined to work on analysis of faculty salary by discipline. In our 2013 report, we provided an analysis by academic unit. However, 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. Disciplinary analysis is then complex question since many units on campus are interdisciplinary so within-LAU analysis is very challenging and may not reflect the salary climate outside the university. To accomplish this task, IRR used the Classification by Instructional Programs (CIP) codes which is a taxonomy developed by the Department of Education to analyze faculty by field of study.

The dependent variable in the model is faculty salary as report to CUPA-HR. 12-month salaries were converted to their 9-month equivalent. The following independent variables were selected for multiple regression analysis of full-time instructional faculty salaries: gender, CIP code market ratio, rank, years since highest degree and tenure status. The CIP code market ratio was included in order to factor in the variation between disciplines in salary. The CIP code external market ratio was calculated from the average salaries of associate professors at doctoral/research universities. Data are from the College and University Professional Association for Human Resources (CUPA-HR) 2012-13 National Faculty Salary Survey Multi-Discipline Report. This report lists average salaries for each rank within each 4-digit CIP discipline. The associate professor average was chosen because this rank had the most data available and the preponderance of Mason's faculty are associate professors. The formula used to calculate an external market ratio is as follows: average doctoral & research university salary of a specific discipline divided by average doctoral & research university salary of all disciplines that are at a given institution. For example, the Communication CIP code has an external market ratio of 0.88. This means that doctoral and research university faculty in the Communication CIP code earn 88% of the combined discipline average (for those disciplines at Mason) of doctoral and research university faculty

Note that a variable for having a terminal degree was included in a previous version, however it was not statistically significant so it was excluded from the final model. All full-time instructional faculty were included. Full-time research faculty were excluded. The model was run with and without outliers. The model without outliers excluded six cases with standardized residuals greater than 4. Years since degree was included as a proxy variable for experience, however the committee discussed the complexity in quantifying the relationship between experience and salary.

Most of the variance in the model is explained by rank, years since degree, and tenure vs. tenure track status,  $R^2=0.76$  (outliers included),  $R^2=0.78$  (outliers excluded). For independent variables,  $p < 0.05$  for CIP code, rank, years since highest degree, and tenured vs. tenure-track both with and without outliers included in the model meaning that those variables were statistically significant predictors. Gender was not a significant ( $p=0.058$  including outliers,  $p=0.07$  excluding outliers).

### *Faculty Retention*

A second area of concern related to the possible compression of faculty salaries is understanding the factors that contribute to faculty retention at the university. To understand this area, we examine the Fall

2012 “Retention of Full-Time Instructional Faculty” brief prepared by IRR for the Board of Visitors and five-year trend data provided by IRR.

In Fall 2012, the university employed 1,226 full-time instructional faculty members and 94% of those (1,156) continued to be employed in Fall 2013. The reasons for faculty departure included resignation (most often to take another position), retirement and completion-of-contract. The university attrition rate of 6% was higher than the previous four years (5%) but lower than the national rate of 8%<sup>i</sup> for public doctoral institutions.

#### *Areas for Ongoing Analysis*

Compression of faculty salary is an ongoing question for this committee as well as understanding the disciplinary differences in salary. Race/ethnicity and gender are also variables we will continue to monitor as a committee. An ongoing challenge in reporting and analyzing data by race/ethnicity is the nature of the self-reported information. Faculty are increasingly not reporting their race/ethnicity. While we respect the right to not self-report, it does make it challenging to analyze the salary, promotion, and retention data based on this variable. Overall, faculty salary will continue to require nuanced and complex analyses of a variety of variables over time.

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<sup>i</sup> US Dept. of Education, National Center for Education Statistics, 2004 National Study of Postsecondary Faculty.

## ATTACHMENT C

May 11, 2014

TO: Charlene Douglas, President, Faculty Senate

FROM: Bob Smith, Research Committee Representative to BOV

SUBJECT: Report of committee activities

This committee was newly formed this year. A clear focus is on facilitating external funding for Mason. Important activities this year included:

- Lengthy discussions of the new GMU Research Foundation, which has taken over patent activities for the university. Significant faculty input truncated the scope of the GMURF activities, to avoid 'patent trolling'.
- Several presentations from various officials, outlining ways in which the university could/will increase communication with Federal agencies to increase external funding.
- An investigation of the adequacy of current policies/procedures/support offices for enabling the university to meet the Strategic Plan goals for Carnegie I classification. The committee was not the only one concerned about this. The VPR office has established an internal committee, chaired by Tom Prohaska, to investigate/make recommendations regarding this, and brought an external review committee to campus, which will make recommendations shortly.

Given the focus of the committee, I feel it was important to have as rep a senior faculty member familiar with grants processes at Mason. I was able to make some modest contributions to the conversations, from a faculty perspective. As would be expected of BOV members, respected individuals familiar with business but not necessarily the functioning of the university, there were a number of opportunities to educate BOV members from a faculty perspective.