

**GEORGE MASON UNIVERSITY**  
**MINUTES OF THE FACULTY SENATE**  
**MARCH 2, 2016**  
**Robinson Hall B113, 3:00-4:15 p.m.**

**Senators present:** Alan Abramson, Dominique Banville, Jim Bennett, Alok Berry, Lisa Billingham, Doris Bitler Davis, Carol Cleaveland, James Conant, Richard Craig, Betsy DeMulder, Charlene Douglas, Michele Greet, Jesse Guessford, Mark Houck, Bijan Jabbari, Chris Kennedy, Larry Kerschberg, Karina Korostelina, David Kuebrich, Timothy Leslie, Kumar Mehta, Daniel Menascé, Jim Metcalf, Linda Monson, Elavie Ndura, Bob Pasnak, Paula Petrik, Keith Renshaw, Pierre Rodgers, Catherine Sausville, Joe Scimecca, Suzanne Slayden, James Steele, Susan Trencher, Iosif Vaisman, Jenice View, Phil Wiest, Shelley Wong, S. David Wu, Stanley Zoltek.

**Senators Absent:** Mark Addleson, Peggy Agouris, Changwoo Ahn, Kenneth Ball, Deborah Boehm-Davis, Henry Butler, Ángel Cabrera, Andrew Carle, Lloyd Cohen, Rick Davis, John Farina, Pamela Garner, Mark Ginsberg, Dimitrios Ioannou, Bruce Johnsen, David Kravitz, Kevin McCrohan, Sarah Nutter, Thomas Prohaska, Mark Rozell, June Tangney, John Zenelis.

**Visitors Present:** Patricia Coray, Senior Manager, HRIS, Benefits; Sr. Vice President J.J. Davis; Eve Dauer, University Registrar; Steven Dillingham, Assistant Registrar for Certification; Pat Donini, Assistant Vice President, Human Resources; Esther Elstun, Professor *emerita*, Modern and Classical Languages; David Farris, Director, Safety and Emergency Management; Mark Fournier, Assistant Vice President of Business Services, Auxiliary Enterprises; Linda Harber, Vice President, Human Resources and Payroll; Megan Kirk, Vice Chair, Staff Senate; Maoria Kirker, Instructional Services & Assessment Librarian, University Libraries; Gerardine Mobley, EEO Specialist, Compliance, Diversity, and Ethics; Janette Muir, Associate Provost for Undergraduate Education; Dan O'Brien, Faculty Senate Liaison, GMU Student Senate; Claudia Rector, Assistant Provost for Academic Affairs.

**I. Call to Order:** Chair Charlene Douglas called the meeting to order at 3:00 p.m.

**II. Approval of the Minutes of February 3, 2016:** The minutes were approved.

**III. Announcements**

President Cabrera will address the Faculty Senate Meeting April 27, 2016.

Provost Wu started with a recap of the recent Budget Town Hall. The Governor's Budget came out around March 12. We are cautiously optimistic as Student Financial Aid, our top

request, has a 17% increase in Governor's Budget. We project a 2% increase in operating budget. In addition, the capital request to replace Robinson Hall is going smoothly so far.

In terms of Faculty and Staff compensation in Governors' Budget, there is a 2<sup>nd</sup> biennium year 2% increase, but nothing for the 1<sup>st</sup> year. We put in an emergency request for faculty/staff compensation. In the initial House bill there was a funding increase, but the future is unclear. Overall very positive.

*Senator:* The new graduate application system is causing problems, as in VSE the large contingent of international students has paper documents that are delaying the review process and hurting our programs.

*Provost Wu:* We continue to work with our outside vendor (Hobson Radius) to create a more streamlined application system. The good news is that this is the newest generation of their software and GMU is one of their largest clients. The bad news is that we have had a number of glitches in the implementation phase. We are putting a lot of attention to this, and I ask for your patience as we try to address this as quickly as possible. We have a Special Focus Program with them, and they sent a senior team to work on it. We are aware of the glitches and are fixing them. Please let David Burge's office know of outstanding issues.

*Senator:* Diversity and inclusion is a big thing across American higher education. Several institutions have made budget decisions to build programs to successfully address diversity. What has Mason accomplished in this area?

*Provost Wu:* We have several specific offices university-wide to address this as well as many university-wide procedures and policy adjustments. In addition to the hiring process we also monitor tenure and promotions. On the student side, University Life has specific offices to collectively address these issues in holistic ways. Last year we inaugurated the Mason Access Fund to help address financial issues of students.

*Senator:* It's nice that we finally are getting money for Robinson. When you look at the number of classes and offices in Robinson, what are the plans while they are under renovation?

*Provost Wu:* For the first time we were able to invite the Finance and Appropriations Committee to visit Robinson, and things started to move after this visit.

For our timeline, we are making careful plans. The CHHS building to be completed January 2017 will create part of the swing space for Robinson A to be torn down. Then once a replacement building is open, then Robinson B will be torn down. There are important logistical issues to be dealt with, but the most important decision has been made, and that is to tear down and rebuild, not to renovate.

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

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

**Executive Committee** – no report.

**Academic Policies** – no report.

**Budget and Resources** – Susan Trencher, Chair

Thanks to HR, we have received faculty salary information, and will post it soon. We have also been asked to look into the amount of raises given for promotions.

**Faculty Matters** – Keith Renshaw, Co-chair

The new Faculty Evaluation of Administrators went out. We also distributed Ad Hoc Make-up Suggestions and Resources. (See [Attachment A](#) ).

We have received requests for mid-term grading window to extend from Friday March 18<sup>th</sup> to Monday March 21<sup>st</sup> at noon, Academic advisors to look at students struggling and allow reports to go quickly. An email from Provost Wu (announcing the extension) will be distributed March 10; still encouraging faculty to submit grades as early as they can.

**Nominations** – Jim Bennett, Chair

Timothy Sauer, Professor, Mathematical Science, is nominated to serve on the Recreational Advisory Committee. No further nominations were made from the floor; and he was elected.

**Organization and Operations** - Mark Houck, Chair

The apportionment of Faculty Senate Seats for 2016-17 is completed. We used the same process as previous years, in the same way Congress people are assigned to states. The College of Humanities and Social Sciences lost one seat, decrease from 15 to 14. The School of Business gained one seat, an increase from 3 to 4. See [Attachment B](#) for the complete report.

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

Faculty Senator Tim Leslie from the College of Science distributed handouts for a proposal for an Undergraduate Council. As a member of the Cross-College Curriculum Committee, he expressed concern over the lack of oversight of undergraduate curriculum at the University level. The [slide presentation](#) is posted online.

Senator Leslie: An Undergraduate Council would make recommendations to the Provost regarding the undergraduate curriculum. This would specifically include proposals regarding undergraduate degree programs, certificate programs, bachelor's/accelerated master's programs, minors, and courses. In addition, it

would be the final outlet for undergraduate program assessment. It would not be a decision-making authority for academic policy for undergraduates.

Questions and Discussion:

*Senator:* Would the Undergraduate Curriculum Committee solve discussions regarding certification programs across other programs?

*Senator Leslie:* Every new program would be discussed in a similar manner. All minors go through the Cross-College Curriculum Committee (C4) now. All courses would be posted up for public view.

*Senator:* Is it envisioned that this committee would have the teeth to override a dean? This seems mostly directed mostly at cross college redundancy – we would hope internal college conflicts mediated within college.

*Senator Leslie:* In principal this committee could overrule other proposals and agreements within colleges, although it would be as an advisory to the Provost (who has final approval).

*Senator:* How does this relate to the new budget model?

*Sr. Vice President J.J. Davis:* It is important in new budget model, as there will be transparency in where money comes from. It is important to have conversations, especially when starting up of like courses. I see this as a good thing for the long-term sustainability of university.

*Senator:* I think it is good to have a more systemic way to do it. I'm concerned about individual courses – how will we determine 'home turf'? We don't create courses to compete, and not all duplication is so clear.

*Senator Leslie:* This is intended as a mechanism for conversation and collaboration.

*Janette Muir, Associate Provost for Undergraduate Education:* Conversation both before the fact and across the university. Think of how confusing the curriculum can be to students. How do we explain conservation studies to students? How can we help them navigate?

*Senator:* Could this committee make changes to approved programs? Do you see this going backwards as well as forward?

*Associate Provost Muir:* While possible, this is about moving forward on a more solid ground.

*Senator:* Is the Faculty Senate even in a position to vote for this when it so heavily affects the college level? I'm not sure I feel qualified to represent departments without enough feedback. Has it been brought to the CHSS Council?

*Senator Leslie:* No, but the deans have seen it. The goal is to have an explicit charge for the Undergraduate Council, set by the Faculty Senate.

*Associate Provost Muir:* This is a proposal the committee has been working on for a while. We have shared it with Academic Council and with a collaborative council of Associate Deans. To my knowledge, the academic deans and associate deans are OK with this. This council would be a place to have conversations collaboratively.

*Senator:* Will there be a period of time for unit leaders etc. to look at it?

*Associate Provost Muir:* The [bylaws](#) will be posted today. An e-mail will go out to chairs and directors to solicit feedback.

**V. Other New Business** – none.

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

Senator Kuebrich corrected a statement from the previous meeting, stating that Harvard University has not changed their academic calendar references to Columbus Day.

*Senator:* Do we make a decision based on what other institutions do or should we be leaders for change?

*Senator Kuebrich:* I think if we're ever going to communicate our errors, including the repression of indigenous peoples, then a change in calendar would be very good.

*Senator:* What is the process of reaching decision to rename Columbus Day to Indigenous People's Day?

Sr. Vice President J.J. Davis took the issue under advisement and promised to get back to us at the next Faculty Senate meeting with our options.

The George Mason University Chorale will offer the first [Café George](#), a Broadway Showcase Review, on April 1, 2016 at 8:00 p.m. The event includes a Silent Auction and Dessert and Coffee – tickets (\$25.00) available at the Box Office.

**VII. Adjournment:** The meeting adjourned at 4:03 p.m.

Respectfully submitted,  
Timothy Leslie  
Secretary

## Attachment A

### Ad Hoc Make-up Suggestions and Resources

This semester has brought an unusual number of delays and closures due to inclement weather. Because of the fairly rigid nature of the academic calendar, and the inordinate difficulty in adding days to the semester, this large number of delays and closures has led to a number of class meetings being missed without a scheduled make-up time.

To attempt to assist the many instructors who are struggling with missed classes, the Faculty Matters Committee of the Faculty Senate has coordinated with the University Registrar's office to develop a preliminary list of suggested approaches for ad hoc make-ups. The list, as it stands now, is below. We very much hope to continue adding more helpful strategies to this list. Thus, if you have such suggestions, please email the Co-Chair of the Faculty Matters Committee, Keith Renshaw ([krenshaw@gmu.edu](mailto:krenshaw@gmu.edu)).

Of note, George Mason will also be convening a group to generate recommendations for dealing with such delays and closures that can lead to longer-term solutions for future years.

### Suggestions for Ad Hoc Class Make-ups

Please note that the following suggestions hinge on the feasibility for both instructors and students. Instructors should make all attempts to ensure that no student is unduly disadvantaged by a particular make-up strategy. None of the solutions below will work for all types of courses or situations. They simply represent suggested ways of covering material that could help to make up for lost class time.

1. For some classes, it may be possible to begin class 5-15 minutes early or late for a series of class meetings to make up lost time. This option may be best for contiguous classes taught by departmental colleagues or when the classroom is unoccupied during the previous or following hour. When the room is occupied before or after class, faculty should consult with individuals using the room to ensure no disruptions to other scheduled classes or meetings.
2. Recording lectures, along with slides, has become much easier these days. Recorded lectures can be uploaded to Blackboard and made available to all students. Furthermore, instructors can provide a discussion board specific to each lecture to allow for student-instructor interaction about the material covered. Faculty members needing guidance on developing online content or recording lecture material should consult the following resources:
  - a. Kaltura (Video Management Tool): <http://doit.gmu.edu/faculty-and-staff/course-tools/kaltura/>

- b. Brief explanations of tools available in Blackboard:  
<http://doit.gmu.edu/faculty-and-staff/emergency-proof-course/just-time-videos/>
  - c. Getting Help with Technology: <http://doit.gmu.edu/faculty-and-staff/emergency-proof-course/getting-help-technology/>
  - d. Blackboard Support: <http://coursessupport.gmu.edu/Faculty/>
3. An assignment to be completed independently by students can help to cover material outside of normal class meetings.

Consult with students to determine whether a Friday (for Mon-Thu classes) or Saturday make-up sometime during the semester might be possible. A longer meeting period on a given make-up day could be used to make up for multiple missed classes. Faculty members should contact their department staff member responsible for room reservations, or their department scheduling coordinator to schedule a classroom. A list of department scheduling coordinators can be found at: <http://registrar.gmu.edu/topics/scheduling-coordinators/>

## Attachment B

### **Apportionment of Faculty Senate Seats for 2016-17** Report from the Operations and Organization Committee February 18, 2016

The process for determining the apportionment of Senators among the various academic units for the next academic year is stipulated in the Charter and is unchanged from last year. Here is a summary of the process and findings:

**Process:** The Senate Charter, in Section 1.B., provides the rules for apportioning Senators among the academic units. The Committee on Operations and Organization is charged with performing the calculations and determining the allocation of Senate seats.

**Data:** As in previous years, these results are based on Instructional Faculty FTE data provided by the Office of Institutional Research and Reporting. The Senate Charter reads: “The number of Senators representing each collegiate unit (College, Independent Unit or Unit Pool) shall be determined according to the principle of proportionality, based on the full-time equivalent size of the Instructional Faculty of each Collegiate Unit or Institute Pool on February 1st of each year....” The data used in the calculations are the official census data as of Fall 2015. These are the latest official Instructional Faculty FTE data that were available on February 1, 2016. They are available at: <https://irr2.gmu.edu/index.cfm?activePage=faculty&subLink=Faculty> (accessed 2016-02-18).

**Summary of Results:** The details of the calculations are provided on the next page. Here is a summary of the results:

- The College of Humanities and Social Sciences loses one Senator, moving from 15 to 14.
- The School of Business gains one Senator, moving from three to four.
- The allocation Senators to all other collegiate units remains unchanged.
- As in the previous year, SCAR and Krasnow individually do not meet the threshold requirement as defined in Section I.B.1. of the Charter for their own Senator. Thus, they are pooled into a single collegiate unit for the purposes of allocating Senate seats. The result is that SCAR and Krasnow together are represented by one Senator.

## Apportionment of Senators for 2016 - 2017

Academic Unit	Fraction of total Instructional FTE	x50	2015-16 Allocation	2016-17 Allocation	Change
College of Education and Human Development	0.113	5.639	6	6	0
College of Health and Human Services	0.082	4.078	4	4	0
College of Humanities and Social Sciences	0.289	14.431	15	14	-1
College of Science	0.143	7.163	7	7	0
College of Visual and Performing Arts	0.069	3.438	3	3	0
School for Conflict Analysis and Resolution	0.015	0.757	1	1	0
Krasnow Institute	0.007	0.334			
School of Business	0.070	3.505	3	4	1
School of Law	0.030	1.485	2	2	0
School of Policy, Government and International Affairs	0.054	2.723	3	3	0
Volgenau School of Engineering	0.129	6.447	6	6	0
<b>Academic Unit Total</b>	<b>1.000</b>	<b>50.00</b>	<b>50</b>	<b>50</b>	<b>0</b>