

GEORGE MASON UNIVERSITY
MINUTES OF THE FACULTY SENATE MEETING
APRIL 6, 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, Mark Houck, Dimitrios Ioannou, Bijan Jabbari, Chris Kennedy, Larry Kerschberg, David Kravitz, Timothy Leslie, Daniel Menascé, Linda Monson, Elavie Ndura, Robert Pasnak, Keith Renshaw, Pierre Rodgers, Catherine Sausville, Joe Scimecca, Suzanne Slayden, James Steele, Susan Trencher, Iosif Vaisman, Jenice View, Phil Wiest, S. David Wu.

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, Jesse Guessford, Bruce Johnsen, Karina Korostelina, David Kuebrich, Kevin McCrohan, Kumar Mehta, James Metcalf, Sarah Nutter, Paula Petrik, Thomas Prohaska, Mark Rozell, June Tangney, Shelley Wong, John Zenelis, Stanley Zoltek.

Visitors present: LaShonda Anthony, Director, Academic Integrity, University Life; Jason Byrd, Head, Information Services, Fenwick Library; Aurali Dade, Assistant Vice President, Research Compliance, Office of Research Integrity and Assurance; Eve Dauer, University Registrar; Rector Tom Davis; Steven Dillingham, Assistant Registrar for Certification; Pat Donini, Assistant Vice President, Human Resources; Esther Elstun, Professor *emerita*, Modern and Classical Languages; Daniel Garrison, Faculty - Director, Online Education, Information Sciences and Technology, Volgenau School of Engineering; Jennifer Hammat, Title IX Coordinator, Compliance, Diversity and Ethics; Linda Harber, Vice President, Human Resources and Payroll; Becky Hartley, Director of Export Compliance & Secure Research, Office of Research Integrity and Assurance; Angie Hattery, Professor and Director, Women and Gender Studies; Megan Kirk, Vice Chair, Staff Senate; Thulasi Kumar, Associate Provost, Institutional Research and Assessment; Susan Lawrence, Director, Writing Center, English; Michelle Lim, Faculty Initiatives Manager, Human Resources/Payroll; Tom Longo, Chief of Police; 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, Marilyn T. Smith, Vice President/Chief Information Officer, Information Technology Services; Sharon Thomas, Workforce Planning Manager, Human Resources/Payroll; Bethany Usher, Director, Students as Scholars, OSCAR/Associate Director, Center for Teaching and Faculty Excellence; Elizabeth Woodley, University Policy Manager and FOIA Compliance Officer, Compliance, Diversity and Ethics; Renell Wynn, Vice President, Communications and Marketing.

I. Call to Order: Chair Charlene Douglas called the meeting to order at 3:01 p.m.

II. Approval of the Minutes of March 2, 2016: The minutes were approved.

III. Announcements

Chair Charlene Davis welcomed the Honorable Tom Davis, Rector of the Board of Visitors. Rector Davis responded it was great to be back.

Rector Davis announced that in the current Budget Proposal there will be a salary increase of 3% in Fall 2016, with the state providing 1.5% and University providing 1.5%. Next year there is a proposed 2% salary increase, again split in half. These dollars have not come easy, as House Appropriations Committee has been a challenge. Also included are funding for Robinson Hall and new pipes and infrastructure. Legislature attempted to cap tuition increases at 3%, but it did not go through.

At the BOV level, concerns about budgets are balanced with trying to keep tuition as low as we can. This leaves winners and losers and some tough decisions. While the BOV is very diverse – 8 Republican appointees, 8 Democratic appointees, and tends to be business-oriented, it has worked collegially.

Questions and Discussion:

Senator: What is the situation regarding a COLA (cost of living adjustment) differential?

Rector: Good luck – the state does not recognize this as a problem. I've seen firsthand what is it like to compete for talent in areas less expensive to live in.

Senator: Is the BOV involved in the process to eliminate programs?

Rector Davis: The BOV does not make the process, but defers to the President.

Provost Wu: We already have an existing curriculum review process every seven years. This process is an objective review of each program in University. In the context of the BOV perception of the university as inefficient, we conducted a very comprehensive survey and presented it to the BOV. Among other public institutions, it is very typical for large public universities to have 2,500-3,000 General Education/Core type courses. By comparison, GMU has less than 500 General Education/Core courses from the due diligence of the Mason Core Committee. Through the work of the Curriculum Committees and Graduate Council, over the past five years, roughly the same number of courses have been taken out and put into the books. Most of our growth over past 15 years is in graduate programs. Compared to our SCHEV peers, we are still among the lowest number of programs at all levels – BA, MA, PhD. Every year this conversation comes up when we talk about tuition increases; to demonstrate we are making our operations as efficient as possible.

Senator: I'm disappointed with the BOV decision to rename the Law School. I am not a lawyer, and do not want to disparage Justice Scalia's gifts, but he made offensive comments about many disadvantaged groups. I love diversity of all sorts and the ability to talk across groups in civil ways. I feel that it was presented as a done deal, and that it sends a terrible signal to everyone about what we represent.

Senator: I agree with the above statement, adding many people were taken aback, surprised, and felt personally injured by the decision.

Senator: As the Presidential Fellow, I have been listening to students who reached out to me following naming of unit expressing deep pain, disappointment, as a slap in the face, as many institutions of higher education are negotiating student demand for more affirmation. Students are waiting to see what we do to affirm their dignity; this decision undermines what we are doing to improve inclusivity.

Rector Davis: One of the scholarships is set up to handle challenged students. The BOV had a spirited debate. Also, this proposal came from the School of Law, not the BOV. It was not an easy decision.

Senator: The School of Law's decision? Were other faculty than School of Law faculty consulted?

Rector Davis: Not to my knowledge.

Senator: Why couldn't other faculty be consulted, not just School of Law faculty, as it affects the whole faculty, not just School of Law? What was the big rush? Could we not reflect longer?

Rector Davis: These sorts of private gifts must be held close to the vest. I spoke with the BOV and Governor McAuliffe. We did not want to make the decision when school is out, as the money might have gone away. We knew there would be pushback. BOV members had pushback too, and we talked at length about it. Anyone in public service makes controversial decisions now. We will be careful about naming other things.

Senator: The value of funding sometimes takes longer to appreciate.

Senator: As a person of color, if Scalia's ideology was the rule of the land, people like me wouldn't attend this institution. I am OK with bringing diverse opinions, but this seems detrimental to creating diversity in applications to the Law School. What is the college communicating to the outside world by renaming buildings etc. for those with questionable ideologies?

Rector Davis: Scalia was a judge, not a legislator. He brought a different understanding of service and brainpower. GMU has no quotas, and we pride ourselves on diversity. We think this will attract other funding too. The Legislature looks at this and tends to give more funding to people sympathetic to majorities. I believe this is a net plus.

Senator: I am more troubled by the Koch Brothers' donation of \$10M. Do we have to worry about the Koch brothers in university life?

Senator: \$30 million is a lot of money, and sometimes the distribution of money does not make a lot of sense. The \$30M is going to one small unit that is narrowly defined and ideologically consistent with Koch Brothers. It seems that the idea is to graduate ideologues, which is not the nature of the institution we celebrate as part of history.

Rector Davis: We don't want to engage with preconceived notions. Usually agreements are signed between the George Mason University Foundation (GMUF) and donor. President Cabrera also signed it this time, which made it subject to FOIA, and we have released the whole thing. Some money is for minority scholarship. The Kochs do not have influence, it is money, not influence. The Donor name for the \$20M gift is redacted, and not to be made public. We can do better with \$10M than others can, as we have been subsidizing Law School about \$1M/year for ten years. This renaming proposal didn't come from the BOV, we were presented with it. What if we had turned down \$30 million to help students? The University is starved

for resources, and this gift is not an endorsement of Scalia. Justice Ginsberg thought this was a good idea for his mind, not his opinions. This was the right decision. There will be opportunity to recognize other points of view. BOV members also want to work on getting more minority representation on faculty and staff.

Senator: Given how much money the Kochs have given in the past, this gift is not in a vacuum. Mason is one of most diverse campuses in the country. Will Scalia Law School inhibit future students? \$30M seems cheap to rename a Tier I School of Law, as opposed to naming a scholarship instead. The Mercatus Center receives funding from Koch Brothers, and recruits faculty who share their views, tacitly if not explicitly.

Rector Davis: I appreciate your comments. The head of the Congressional Budget Office came from Mercatus Center. The Diversity is in thought, not just in people; we pride ourselves on this. The School of Law faculty do not seem to be upset about this.

Provost Wu: I heard about the Koch donations when I first arrived. Every year I receive a comprehensive report from the Mercatus Institution. There is a solid firewall between what they do, and there are processes to maintain academic freedom. This is a top concern as Provost.

Senator: I appreciate the context of your statements. The general reputation of university is continually affected by large donations by the Kochs. People in the community see it as selling off of university. This can have long term impacts on faculty, students who may want to come, or also future donors.

Rector Davis: Scholarships are full-load. We are the 4th institution to bring in name a law school for a Supreme Court justice, what we if named it after Joe Smith who gave \$30m? We are celebrating his government service, not his opinions. From School of Law perspective, you will continue to see money coming in from other directions.

Provost Wu: There are no strings attached, and the scholarship decisions are made by GMU. The entire \$30M is for scholarships for students and nothing else. We will continue to be held accountable that academic freedom is maintained, to which I am committed.

Senator: \$30M named after a controversial person will attract more money? Will we have more problems in the future, for next 20-30 years, will this cause problems?

Rector Davis: It remains to be seen in future. The big donors we are talking with now don't seem to be affected. Our fundraising has doubled since President Ángel Cabrera came here. However, much of the money is earmarked and doesn't go to the general endowment.

Rector Davis noted the BOV asked Charlene Douglas for her opinion, and that she was a strong and candid voice.

IV. New Business – Committee Reports

A. Senate Standing Committees

Executive Committee – no report.

Academic Policies - no report.

Budget and Resources – Susan Trencher, Chair

The Faculty Salary Information has been posted. Additional information this year includes the amount of stipend for those faculty receiving them. We thank Sr. Vice President JJ. Davis, Linda Harber (Vice President for Human Resources/Payroll), and their team for working so hard on this.

Faculty Matters – no report.

Nominations – Jim Bennett, Chair

University Distinguished Professor Peter Boettke (CHSS) is nominated to serve as Faculty Senate Representative to the GMU Foundation.

Professor Charlene Douglas (CHHS) is nominated to serve as Faculty Senate Representative to the FERPA Committee.

Professor Steven Bamford (CHSS) is nominated to serve as Faculty Senate Representative to the Police Chief Search Committee.

No further nominations were made from the floor and the Senate voted to elect the nominees.

Organization and Operations – Mark Houck, Chair

We will report on the charge of the Multilingual Student Task Force at the next Faculty Senate meeting.

B. Other Committees/Faculty Representatives

Annual Faculty Senate Evaluation of the President and Provost by Faculty Senate and University Standing Committees are posted for your review – see [Attachment A](#).

University Curriculum Committee – Senator Tim Leslie

Senator Leslie presented an update on his proposal to create an Undergraduate Council. The key concerns raised related to the purpose the council, the proper structure for the council, and logistic concerns. Senator Leslie emphasized the importance of communication about curricular issues across Colleges, the changes put in place to reduce time delays, the addition of a super-majority requirement to recommend a denial, and the importance of the Council's ability to have a measure of authority if it is to exist at all. He concluded by presenting feedback that suggested that the Associate Deans were a sufficient decision-making body, responding that he believed that curriculum should be a Faculty-involved process, rather than purely administrative.

The text of his presentation is in [Attachment B](#), and the proposed bylaws in [Attachment C](#).

It was moved that the Faculty Senate direct the Provost's Office to create an Undergraduate Council with the proposed bylaws, with a start date of August 2016. The motion was seconded.

Discussion:

Senator: Looking at by laws, is this an advisory or legislative board? Are decisions ultimately made by the Provost? It doesn't feel like Provost can decide or not to decide to affirm decisions. You are ambivalent on what exactly, how this will work

Senator Leslie: The Provost will remain the final approver of all proposals

Senator: Having course overlaps not necessarily a bad thing, such specialized applications of methods for each discipline. I served on the Graduate Council for seven years, and would get in touch with peers at other schools and come to resolution before bringing proposals to Graduate Council.

Senator: Will this Council supplant the C3?

Senator Leslie: Yes

(See also [Undergraduate Council: Frequently Asked Questions](#))

The Faculty Senate voted to approve the motion by a division of the house, 19 votes in favor, 12 votes opposed.

V. Other New Business

Misconduct in Research and Scholarship Policy Draft - Dr. Aurali Dade, Assistant Vice President, Research Compliance, thanked the Faculty Senate for having her back again for the third time. Since her previous visits to the Senate (2008, 2013) an all -faculty Advisory Board for Research Policies has been established, which Dr. Dade chairs.

The [update to Policy 4007](#) (referenced in section 2.9.3 *Termination of Appointment of Tenured, Tenure-Track, and Term Faculty Members for Cause* of the Faculty Handbook) reflects the work of the Faculty Advisory Board for Policy Development (<http://oria.gmu.edu/faculty-advisory-board-policy-development/>). The update is intended to clarify the policy, add information that federal agencies recommend be part of the institutional policy, and incorporate the previous "procedures" which were actually policy. Additions are noted with highlights and removals/replacements are noted with footnotes. SOPs have been developed based upon model SOPs provided by the federal Office of Research Integrity. These are attached for your information since the policy references them.

[Misconduct in Research and Scholarship DRAFT Update with highlights](#)

[1.1 Triage and Precedence of Procedures](#)

[1.2 Exigent Circumstances](#)

[1.3 Retaliation](#)

[1.4 Good and Bad Faith](#)

[1.5. Sequestration](#)

[1.6 Corrections and Retractions](#)

1.7 Monitoring Administrative Actions

The Faculty Senate voted unanimously to approve the update Policy 4007 Draft .

Guidelines for Reporting Sexual Misconduct -Angie Hattery, Professor & Director, Women and Gender Studies. Professor Hattery has served for the past two years on the presidential Task Force on Sexual Assault and Interpersonal Violence. As part of her role on the team charged with implementing the President's Sexual Assault Task Force's recommendations, we ask the Faculty Senate to consider the language (paragraph below) that the Provost now recommends be included in faculty syllabi be required with an endorsement coming from the Faculty Senate:

Guidelines for Reporting Sexual Misconduct

Mason is committed to a campus that is free of sexual misconduct and incidents of interpersonal violence in order to promote community well-being and student success. As faculty members, we are required to report incidents of sexual misconduct to the University Title IX Coordinator (703-993-8730 and/or <http://integrity.gmu.edu/compliance/titleIX.cfm>).

Discussion:

Senator: When this came up at Executive Committee, there was hesitation with this as non-instructional content. Are you saying we are required to include this paragraph on syllabi?

Professor Hattery: What generally is required now are recommendations about the Office of Disability Services. The literature is clear that victims suffer academic consequences, especially for transfer and commuter students. There is a discussion at the state level about including Sexual Misconduct outcomes on student transcripts.

Senator: What else is required information? The syllabus does not seem like the best venue.

Senator: Faculty are required to go to training .At what point do we include other things?

Senator: We also have university-wide Diversity Statement approved a while back; posted in a lot of places, why not also include that?

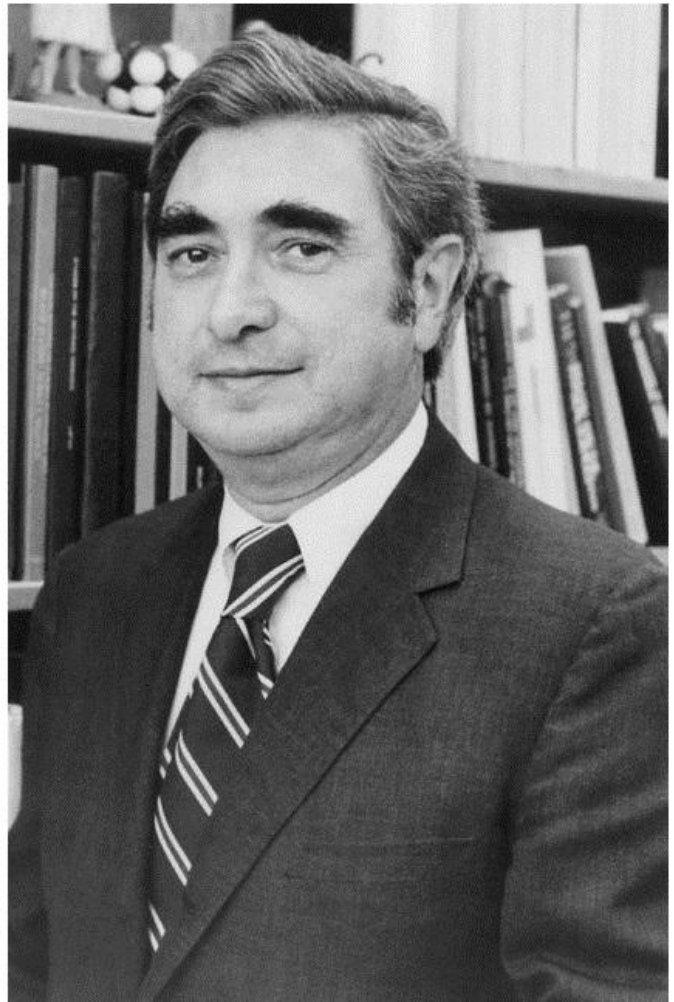
Senator: In a student survey, out of 230 people, only 1 had correct information about who was the Title IX coordinator.

Professor Hattery: Not just students, faculty also need to know Title IX requirements.

A motion was made and seconded to vote whether to require inclusion "Guidelines for Reporting Sexual Misconduct" on syllabi. The motion was not approved.

VI. Remarks for the Good of the General Faculty

In memorial of Professor Harold Morowitz, Chair Charlene Douglas displayed photos provided by his son.



VII. Adjournment: The meeting was adjourned at 4:21 p.m.

Respectfully submitted,
Timothy Leslie
Secretary

ATTACHMENT A

Evaluation of the President and Provost by Faculty Senate Standing Committees, University Standing Committees, and Ad Hoc Committees AY 2015-16

Note that some committees did not provide responses to each question.

1. During the past calendar year has the President or Provost announced initiatives or goals or acted upon issues that fall under the charge of your Committee? If so, was your Committee consulted by the President or Provost in a timely manner before the announcement or action? If not, do you believe your Committee should have been consulted? Would it have been helpful to have had the input of your Committee from the outset?

Responses from Faculty Senate Standing Committees:

Academic Policies: The Registrar's office (under the Provost's administration) made decisions regarding Drop Deadline changes due to unprecedented class cancellations because of weather in Spring, 2016. As it is the prerogative of the Faculty Senate to establish the University academic deadlines, initiated by the Academic Policies Committee, ideally the Registrar would have consulted the committee. The circumstances, however, were extraordinary, and it may not have occurred to the administration to seek faculty input.

Faculty Matters: Yes: (1) changes to the study leave procedures (Provost's office), (2) possible switch to online-only teaching evaluations (Provost's office), and (3) snow day make-ups (registrar – not sure if that falls under Provost?)

No, our committee was not consulted prior to announcements for #1 or #3. Our committee was not consulted prior to movement on #2, but to our knowledge, no final announcements or actions have been taken yet. Of note, after feedback from the faculty senate, the Registrar did consult our committee in reference to #3, and this led to a seemingly successful resolution for all.

Yes, we believe it would have been helpful for our committee to have been consulted at the outset.

Nominations: The Faculty Senate Nominations Committee has had no direct contact with either President Cabrera or Provost Wu during the academic year. The Provost has promptly filled all "Provost Representative" vacancies which facilitates the staffing of various committees. One major concern, however, is that members of the Central Administration all too often select a member of the Faculty to serve as "Faculty Representative" on some initiative without consulting the Nominations Committee or having the Faculty Member elected by the Senate. ALL "Faculty Representatives" must be approved by the Senate. Simply selecting a member of the instructional Faculty does not automatically make that individual a "Faculty Representative.

Responses from University Standing Committees:

Academic Initiatives: The Academic Initiatives committee has had regular contact with the President's office, largely through VP Simmons. Solon has been responsive, and has engaged others in the administration as necessary. We have also had contact with Director Nodine with regards to Distance Education.

Admissions: This past calendar year, the issue of English language proficiency of admitted students and availability of academic resources for struggling ELL students are continuing admissions concerns. We understand that an MOU between INTO Mason and Mason to provide additional services is under construction. Neither the President nor the Provost has consulted committee members, who represent Mason faculty as a whole and have direct knowledge of these concerns. We believe that consultation with the Admissions Committee would be helpful.

Athletic Council: No, no initiatives or specific goals for the Athletic Council were initiated by the President or the Provost. We did not have any issues under my charge with either the President or the Provost.

Effective Teaching: Not that we are aware of.

External Academic Relations: The External Relations Committee has had no interaction with either the President or the Provost.

Faculty Handbook: No initiatives or goals fell under the charge of the committee.

Mason Core: N/A.

Minority and Diversity Issues: The Minority and Diversity Issues Committee does not have a direct line of communication with the Office of the President or Provost. However, in my capacity as the Presidential Fellow, I have actively participated in meetings and provided advice and recommendations about matters pertaining to diversity and inclusion within the University. I have shared the information with the Committee about the issues and initiatives which have been used to provide direction for the Committee work.

Salary Equity Study Committee: The Salary Equity committee did not seek information from the President's or Provost's office in this academic year. We plan to do so next year. During the past year, the Provost and President have both acknowledged that Faculty Salary and salary compression is an issue for Mason Faculty in various speeches and discussions, which is a positive advance for faculty and which relates to issues of interest to the Salary Equity Study Committee.

Technology Policy: Marilyn Smith has met with the committee regularly during the academic year and has brought her senior staff who responded to all of our questions.

University Promotion, Tenure, and Renewal Appeal Committee: No.

2. Did your Committee seek information or input from the President or Provost or members of their staffs? If so, did they respond adequately and in a timely manner?

Responses from Faculty Senate Standing Committees:

Academic Policies: The committee chair asked the Registrar and Provost why the final Drop Deadline was not moved back although other deadlines were. The Registrar's answers were relayed verbally by the Provost to the committee chair in the Executive Committee meeting. The Academic Policies Committee looks forward to receiving the reasons in writing.

Faculty Matters: No, we did not seek information or input in the past year.

Responses from University Standing Committees:

Admissions: This past calendar year, the Undergraduate and Graduate Admissions Office and the INTO Mason admissions office responded adequately and in a timely manner to the Admissions Committee's requests for admissions information. All gave presentations to the Committee and relayed helpful information about admissions policies, procedures, and statistics. All echoed the Committee's concerns about the need for additional academic resources/services for academically-struggling regular admit and transfer students, particularly for students who are struggling to develop English language skills (both oral and written), and about the urgency of completing the MOU between INTO and Mason to provide some of these resources/services.

Athletic Council: No, the committee did not seek specific information from the President or Provost. I meet with the President annually to provide information on the external oversight of the Intercollegiate Athletic Programs, submit a report on my work as the Faculty Athletic Representative, and discuss any issues or goals for the coming year. I meet regularly with the Chief of Staff who is charged by the President to oversee athletics.

Effective Teaching: We sought information and collaboration from the Provost and received it. He suggested we work closely with the CTFE and IRR. CTFE worked with us, but IRR was slow and vague in its responses to our inquiries through Fall 2015. In March 2016, we met with the new IRR Director who provided us with helpful information and who has agreed to work with our committee on revising the course evaluation form.

Faculty Handbook: The committee has asked the Vice Provost for Academic Affairs to meet with it later this semester regarding background information on procedures for Promotion and Tenure.

Mason Core: We sought information from the Vice President for Global Strategies regarding the global understanding requirement. Specific discussion focused on how this requirement may intersect with the strategic plan's focus on every student having opportunities for a global experience and the increased number of students doing study abroad.

Minority and Diversity Issues: The Minority and Diversity Issues Committee met with Julian Williams of the Office of Compliance, Diversity and Ethics to discuss the issues, concerns and goals of the Office, and how the committee might be of assistance or call on him for assistance.

The Committee also reached out to the Office of Administration and Finance, Human Resources and several University departments to determine what information was available to the public regarding diversity and inclusion. Response was slow and information was not readily available.

University Promotion, Tenure, and Renewal Appeal Committee: No.

3. Please suggest how you believe the President, Provost and/or their staffs might more effectively interact with your Committee in the future, if necessary.

Responses from Faculty Senate Standing Committees:

Academic Policies: More effective interaction might result if the administration seeks at least some minimal faculty input, even though events move rapidly and decisions must be made quickly.

Faculty Matters: I think it would be helpful to try to initiate a 'culture shift,' such that it becomes an ingrained step to consult faculty input prior to making significant decisions or movements. Even in time-pressured situations, reaching out for input – and noting that quick response is needed – at least allows for the possibility of faculty engagement. If faculty fail to respond in a timely fashion, that is on the faculty – but trying to shift toward always considering faculty input would be useful. Also, reaching out to specific committees, rather than just the Chair of Faculty Senate or some other single representative, would also be useful. A simple step could be having the Faculty Senate provide an email/phone listing of faculty on each committee, with a very brief description of the purview of each committee, to the President's and Provost's offices. This list could be made available to all staff members, so that reaching out for faculty input would be relatively easy and streamlined.

If faculty fail to respond or respond to say that they do not believe their input is needed in a specific case, this can be noted, in case of future questions.

Responses from University Standing Committees:

Admissions: The Committee would like to have more direct interaction with those working on improving conditions that fall within the mission of the Admissions Committee. For example, it would be beneficial to have an Admissions Committee member serve on the Multicultural Task Force.

Athletic Council: Senior administrators who report to the President, and senior administrators who report to the Provost serve as members of the Athletic Council. They attend meetings regularly and serve on the council's sub-committees. The President and Chief of Staff also attend full council meetings at least once a year.

Effective Teaching: Our past experience with IRR showed that office to be primarily unresponsive, but we are now encouraged by the openness of the new IRR Director. IRR needs to continue to improve in responsiveness and openness to this committee's requests for information and collaboration, given the nature of our charge.

Faculty Handbook: Not applicable.

Mason Core: Provide direction for guidelines on Mason Core course approvals in light of new budget models.

Minority and Diversity Issues: Maintaining open lines of communication is the best way to interact with the committee.

4. Please relate any additional information you may have regarding interactions between your Committee and the President or Provost or their staff.

Responses from Faculty Senate Standing Committees:

Academic Policies: No additional information.

Responses from University Standing Committees:

Admissions: N/A.

Athletic Council: The President and the Provost receive information about intercollegiate athletics through their representatives on the Athletic Council. The Associate Provost for Undergraduate education and the Academic Integrity sub-committee of the council often assist with student-athlete academic issues or concerns.

Faculty Handbook: There is no additional information

Mason Core: The Provost Office staff is always helpful and supportive with any Mason Core needs.

Minority and Diversity Issues: The only interaction was through communication with the current Presidential Fellow.

Attachment B: Text from Presentation on Undergraduate Council

REQUEST: Our Undergraduate Curriculum is disjointed. Change can be Faculty-Driven.

Motion: The Faculty Senate should direct the Provost's office to create an Undergraduate Council with the proposed by laws, to be constituted by August 2016.

SUMMARY OF PROPOSAL: The Undergraduate Council is an advisory and legislative board on matters of undergraduate education at George Mason University in accordance with policies set forth by the Board of Visitors. The principal function of the UC is to review and make recommendations to the Provost on behalf of the University regarding the undergraduate curriculum. This specifically includes:

- a. Reviewing proposals for the creation, modification, or discontinuation of all undergraduate academic degree programs, certificate programs, new bachelor's/accelerated master's programs, minors, and courses.
- b. Monitoring undergraduate program assessment;
- c. Serving in an advisory capacity to the Senate regarding academic policies for undergraduates.

FEEDBACK: INTRO

- I asked for feedback. I got it, including COS, CHSS, CHHS, VSE, School of Business; various levels of politeness and support.
- Response: "...This doesn't already exist?" Note that I'm leaving this as the summary of supporting comments. (Selection bias on the rest of the slides for addressing concerns.)

SUMMARY OF KEY ISSUES RAISED:

1. Why is this necessary?
2. What sort of governance structure will work best?
3. Will this slow down the curriculum and program development process?
4. What can be learned from the Graduate Council model that can be used in developing the UG model?

FEEDBACK: WHY IS THE COUNCIL NECESSARY?

- "What existing problem will the new council 'fix'? There are many reasons why similar courses should be offered by different units, and therefore approved, in spite of similarities.
- What criteria will this new council use to veto instances of perceived unnecessary overlap?"
- Response: If you can't think of when your toes were stepped on, maybe you're the offender. The criteria of overlap determination is valid, but it is a question for the Council.

FEEDBACK: IT WILL TAKE TOO LONG

- “We have some concerns about this additional step slowing down decision making and implementation of changes. In this regard, the scheduling of monthly meetings is important.”
- “Such a body will add another layer of time-consuming review that may result in significant delays in approval of courses required for accreditation. If programs are not approved in time for reviews and visits, accreditation will be in jeopardy.”
- Response: I sympathize with your concern, but I believe it to be a touch dramatic. We have Courseleaf to streamline and provide the time to conduct this level of review.

FEEDBACK: APPROVAL BY DEFAULT?

- “Units know their own needs best.”
- “We would like it to be clear that the default is for the UC to recommend approval of changes. When the UC wishes to recommend disapproval, the onus should be on it to support that recommendation.”
- “We suggest requiring a super-majority to overrule the creation of a course/program/etc.”
- Response: Bylaw Addition: *for denying program related changes as well as modifying the UC ByLaws, a two-thirds majority vote of approval is required.*

FEEDBACK: THE WORD APPROVAL

- “The body should not have voting rights/veto power for/against proposals for new courses, programs etc. We favor exchange of information across all units to facilitate coordination and planning, but are not in favor of a new body that will have authority to approve new courses and programs.”
- “We strong suggest removal of “approving” and any other suggestion in the bylaws that this committee has any decision making authority.”
- Response: **Creating a weak UC is worse than no UC. Any committee worth having should be able to do something.**
Modification from “and approve” to “proposals”. Functionally the same, even cleans up the grammar.

FEEDBACK: THIS SEEMS LIKE GRAD COUNCIL, THAT IS BAD

- “The model for the proposed group appears to be the Graduate Council, which does not currently function well. Regular discussions have devolved into email exchanges and vetoes of courses that are similar.”
- “The Graduate Council seems to function as lapdogs for the Provost’s office.”
- Response: This proposal has been informed by frustration with grad council.
 - Strong Faculty presence
 - Narrower responsibility set (no policy or resources)
 - Bylaw changes only with Faculty Senate approval
 - Term limits on members, including administrators

RECAP: MEMBERSHIP AS PROPOSED

- A. Two faculty representatives from each program-offering College/School/Academic Institute
 1. The first faculty representative shall be appointed by the Dean
 2. The second shall be a full-time instructional faculty member selected by the academic unit in accordance with its bylaws.
- B. Additional members
 1. One member shall be elected by and from the Faculty Senate.

FEEDBACK: ASSOCIATE DEANS ARE ENOUGH

- “Can the current association of Associate Deans (the C3 committee) fulfill the need through existing channels of communication and meetings?”
- Why is a new body of Associate Deans and other representatives required? The function of coordination between units should be addressed already by the Associate Deans and others who meet regularly. **Why would Faculty Senators have any role in this body as was proposed in the presentation at the Senate? Additional members of such a committee beyond the appropriate Associate Deans does not seem necessary.**
- If specific information is required, Associate Deans may invite relevant personnel to speak to the body...”
- Response: That is a lot of trust in Associate Deans, particularly at the *expense* of faculty. This proposal is probably the most faculty-involved version of this committee that has a chance at GMU. Many peer institutions have this committee as a Faculty Senate responsibility.

FEEDBACK: FINAL

- Final Set of Responses: Vacation Autoresponders.

RECAP: WHAT IF WE DON'T

- Curriculum Changes within Colleges: Department > College > Registrar
- If curriculum extends across multiple colleges:
Department> College> Cross-College Curriculum Committee (C3) > Registrar
Cross-College Curriculum Committee includes all Minors and Programs that don't belong to colleges (UNIV, PROV, INTO)

LET'S DO IT

- Our Undergraduate Curriculum is disjointed. This will provide a venue for discussion.
- Change can be Faculty-Driven, instead of top-down.
- Instruction should be our domain.
- I move that the Faculty Senate direct the Provost's Office to create an Undergraduate Council with the proposed bylaws, with a start date of August 2016.

Proposed Bylaws of the George Mason University Undergraduate Council

ARTICLE I: Name

The name of this organization shall be the George Mason University Undergraduate Council (UC).

ARTICLE II: Purpose

The Undergraduate Council is an advisory and legislative board on matters of undergraduate education at George Mason University in accordance with polices set forth by the Board of Visitors.

The principal function of the UC is to review and make recommendations to the Provost on behalf of the University regarding the undergraduate curriculum. This specifically includes:

- a. Reviewing proposals for the creation, modification, or discontinuation of all undergraduate academic degree programs, certificate programs, new bachelor's/accelerated master's programs, minors, and courses;
- b. Monitoring undergraduate program assessment;
- c. Serving in an advisory capacity to the Senate regarding academic policies for undergraduates.

ARTICLE III: Members

Section A: UC Chairperson

1. Appointment:

The Committee Chair shall be a tenured faculty member and shall be appointed by the Provost. The Chair cannot also serve as a faculty representative on the UC. The Chair is not a voting member of the UC.

2. Responsibilities and Duties:

- a. The Chair is responsible for ensuring that UC decisions are coordinated with George Mason University policies, the George Mason University Faculty Senate, and procedures as set forth by the George Mason University Board of Visitors.
- b. The Chair's duties shall include:
 - i. distribution of both the agenda and relevant information to the members of the Committee at least one week in advance of meetings;
 - ii. collection and dissemination of the reports of UC committees in advance of UC

- meetings;
- iii. referral of agenda items to sub-committees of the UC when necessary;
- iv. managing charges and follow-up procedures with sub-committees that have been established by the UC;
- v. presiding at UC meetings;
- vi. overseeing the conduct of all votes among the UC.

Section B: Representatives

1. Representation:

- a. The membership of the UC shall include the Chair and two faculty representatives from each College/School/Academic Institute.
 - i. The first faculty representative shall be appointed by the Dean, while the second shall be a full-time instructional faculty member selected by the academic unit in accordance with its bylaws.
 - ii. One member shall be elected by and from the Faculty Senate.
- b. Non-voting members shall be invited to participate. They may be included from areas such as the following:
 - Academic Advising, Retention and Transitions (or representative from MAAN)
 - Undergraduate Student Government
 - Registrar's Office
 - Distance Education
- c. The term of membership is two years. In the case of a faculty vacancy, the Dean or Director shall appoint a replacement to complete the term unless the academic unit has provided otherwise for continued representation. **Members, including those there by administrative appointment, are limited to three consecutive terms.**

2. UC Sub-Committees

- a. Ad hoc or other sub-committees may be established by the UC as deemed necessary to discharge its functions and responsibilities.
- b. Membership: The Chair and at least one other member of a committee must be members of the UC. Other members of the sub-committee may be appointed by the UC Chair upon approval of the UC.
- c. The charge to a sub-committee shall include the composition, purpose, and completion date.
- d. An ad hoc committee will make a final report to the UC, at which time it will be discharged.

Section C: Meetings

1. Regular Meetings: UC meetings shall be held monthly during the academic year.
2. Special Meetings: Additional meetings may be called by the Chair, with at least one week's notice, as necessary.
3. Quorum: A quorum consists of two-thirds of the voting members. If a member cannot attend, he or she may appoint a substitute. This substitute may discuss and vote on matters before the Council at that meeting.
4. Super-majority votes: Most decision-making is based on a simple majority vote; for denying program related changes as well as modifying the UC Bylaws, a two-thirds majority vote of approval is required.

ARTICLE IV: Amendment of Bylaws

These bylaws may be amended at any regular meeting of the UC by a two-thirds vote, provided that the amendment has been submitted in writing at the previous regular meeting.

An amendment to the bylaws shall take effect after the approval of the Faculty Senate, the Provost, and the President.

Bylaws as approved _____.