

GEORGE MASON UNIVERSITY
DRAFT MINUTES OF THE FACULTY SENATE MEETING
MARCH 28, 2018
Robinson Hall B113, 3:00 – 4:15 p.m.

Senators present: Alan Abramson, Mark Addleson, Dominique Banville, Jim Bennett, Alok Berry, Lisa Billingham, Virginia Blair, Melissa Broeckelman-Post, Carol Cleaveland, Shannon Davis, Betsy DeMulder, Charlene Douglas, Michael Greve, Tamara Harvey, Dimitrios Ioannou, Aditya Johri, Chris Kennedy, Larry Kerschberg, David Kravitz, Timothy Leslie, Bethany Letiecq, Daniel Menascé, Jeremy Rabkin, Keith Renshaw, Gregory Robinson, Esperanza Roman-Mendoza, Catherine Sausville, Joe Scimecca, Suzanne Slayden, June Tangney, Girum Urgessa, Iosif Vaisman, Jenice View, S. David Wu.

Senators absent: Peggy Agouris, Kevin Avruch, Kenneth Ball, Henry Butler, Ángel Cabrera, Julie Christensen, James Conant, Rick Davis, Christy Esposito-Smythers, David Gallay, Michael Gilmore, Mark Ginsberg, Bijan Jabbari, Rebecca Jones, Diana Karczmarczyk, David Kuebrich, Germaine Louis, Robert Matz, Kumar Mehta, Maury Peiperl, Karen Reedy, Pierre Rodgers, Mark Rozell, Solon Simmons, Susan Trencher, Emily Vraga, Shelley Wong, Masoud Yasai, John Zenelis.

Visitors present: Jeannie Brown Leonard, Dean, Student Academic Affairs – Advising, Retention, and Transitions; Sr. Vice President J.J. Davis; Pat Donini, Assistant Vice President, Human Resources, Director, Employee Relations; Esther Elstun, *Professor Emerita*, Modern and Classical Languages; Kim Ford, Personnel Project Manager, Provost Office; Linda Harber, Vice President, Human Resources/Payroll and Faculty/Staff Life; Michelle Lim, Director, Strategic HR Services and Faculty Consulting, Human Resources/Payroll; Wendy Mann, Director, Digital Scholarship Center, University Libraries; David Moore, Assistant Vice President and Chief Budget Officer, Office of Budget and Planning; Christy Pichichero, Assistant Professor, French/Minority and Diversity Issues Committee; Claudia Rector, Assistant Provost, Academic Affairs; Bethany Usher, Associate Provost, Undergraduate Education; Julian Williams, Vice President, Compliance, Diversity and Ethics; Elizabeth Woodley, University Ethics Officer and Policy Mgr, FOIA Compliance Officer, Compliance, Diversity and Ethics.

- I. Call to Order:** Chair pro tem Charlene Douglas called the meeting to order at 3:01 p.m.
- II. Approval of the Minutes of March 7, 2018:** The minutes will be submitted for approval at our next meeting (April 4, 2018).

III. Announcements

Provost Wu noted we are in the middle of the semester, a busy, busy time with midterms. The second round of Curriculum Impact Grants is underway; a workshop will take place April 20th; you will see what some of the previous awardees have been doing and find potential partners – joint proposals. He asked faculty to talk about this in their colleges. The deadline to submit proposals is June 1. There will be ample time to announce winners to allow them to start work over the summer. Last year there were 16 grants funded and anticipate funding a similar level this year.

A Symposium to address the Opioid Crisis will take place April 19th. The new Governor of Virginia, Ralph Northam, will open up the Symposium. Multidisciplinary topics range among social behaviorists, criminal justice, public policy, data services, healthcare, communication, and public health. Provost Wu encouraged everyone to attend. Key policy leaders in the federal government, local government etc., will be there. In the afternoon there will be several different tables with topic areas.

Former Governor Terry McAuliffe joined the ranks of the Schar School as Distinguished Visiting Professor. He will play an important role in creating platforms for policy discussions of issues.

The search for CHSS dean is ongoing. Five finalists were identified. Three gave presentations this week, one last week and one next week. Forums for each one – can look up to participate.

On April 5th another Mason Giving Day for faculty and staff provides opportunity to give to your favorite causes on campus. Tremendously successful last year, 2x, 3x more (than in the past?). No amount is too small or too large, a great way to show your support.

Questions to the Provost focused on the public documents that accompanied the announcement of the new Koch Foundation gift public documents. One question asked about the ability of the gift to leverage university support. Provost Wu referred questions to the Economics Department, but noted that they requested the funding through a proposal process. The money will be used mostly for faculty hires. Questions were asked about what happens once the gift monies have been spent. The Provost noted that under the new budget model, monies will go into the general pool the college uses to support faculty salaries. These funds help them to receive bridge funds faculty otherwise not likely to get. Over time people retire etc. so colleges may use permanent funding for support. Another question about funding over time with faculty lines was posed. Would the Economics Department be given other funding to cover these new lines? A Senator from the Economics Department noted that the department put in the proposal because of their need to hire faculty. The Provost noted that there will be continued growth in the university and the colleges will have control over hiring; the pool of monies will be there to support faculty salaries. A question was posed about the regularity of faculty lines to be connected to institutes. Provost Wu cited precedent at Krasnow Institute, where 7-8 faculty were exclusively affiliated with the Krasnow Institute only. Now the entire faculty there have their own department. He reiterated that whether at the institutional, department or college level, it is important to remember hiring decision process is decided by faculty. Tenure-track positions and the Promotion and Tenure process are not any different for faculty hired with these gift dollars.

Chair Renshaw thanked Chair pro tem Charlene Douglas for starting the meeting. A Memorial Service for Stanley Zoltek will take place April 25, 5-7 pm, Mason Club, jointly sponsored by the Faculty Senate and AAUP; see Joe Scimecca for additional information.

The FSVA annual meeting will be here, spearheaded by Bethany Letiecq, on Saturday April 7th. Meetings occur in the morning, afternoon discussions panels. We sent an announcement to Senators with details yesterday.

IV. Committee Reports

A. Senate Standing Committees

Executive Committee – Attempting to finalize the April 4th agenda, for distribution 3/28.

Academic Policies – no report

Budget and Resources – Tim Leslie, Chair

Presented information on the new Budget Model today; Sr. VP JJ Davis was available to answer questions throughout the presentation. See link to presentation on [Faculty Senate website](#).

Comments and questions included:

FY 2018 Revenue Budget \$1.0 B (Slide 3): As a note, not all funding in institution receives is contained in this model.

Tuition Allocation Overview (Slide 4): How does money come to the unit? Direct tuition revenue includes lab fees, premium tuition, etc. General tuition revenue goes two ways: 80% goes to program teaching the courses; 20% to the students' major at the end of the semester. Should student have a split major, the money is split – ½ to each.

The Mason Incentive Budget Model has put Real Dollars into Unit Budgets (Slide 5): Last year was the first year of Implementing Incentive Base Budget Model (FY 2017). Revenues used to be held centrally, now deans have some money in their pocket. Colleges and units should hold money and find the best use for it – local units are better than central as we are too big and complex to do centrally. Balances in the past would sweep up to central. That will not be the case any longer. A question was asked about a comparison to the old model. Provost Wu noted that in the old model, there was no revenue shown by academic units as colleges/schools only had expenses. This new model increases transparency.

FY 2017 College and School Information (Slide 6): Provost Wu and Sr. VP J.J. Davis offered to go out and talk with colleges. There is already added transparency; 2 years ago we did not know what was in the pie. As a note, the fund balance equals the amount college had in its account. Information should be shared across the university. Sr. VP JJ Davis noted that reports are not provided monthly yet; they do fall, spring, summer. They are educating deans' offices etc. not yet for most on a monthly line.

Next Steps Budget Model 2.0 (Slide 7): Multidisciplinary – Cross College degree programs, and discussion about Indirects. Communication Plan includes having Lunch and Learns and Unit Meetings. These ideas were well received and administration want to hear more about things, opportunity to dig into more details. There is not a one-size-fits-all for colleges, college has some discretion. A question was asked as to whether this model would be implemented at the department/program level. Provost Wu argued that would most likely not occur because each college has a spectrum of disciplines and majors, some many not bring in as much money as others, does not see down to unit level as practicable. This provides a pool of funding so colleges can decide what they want to do. Another question asked for clarification on the origins of the fund balance (it is the amount in the unit's account based on 2 years revenue/expenses) and whether faculty salary data stipends are included into full salary figure (they are). Sr. VP JJ Davis offered special thanks to Budget and Resources. The report will be posted.

Faculty Matters – no report

Nominations – Mark Addleson, Chair

Amarda Shehu (VSE) is nominated for Research Advisory Committee. Sue Slocum (CEHD) was also nominated from the floor. The nomination was seconded. No further nominations were made from the floor. Each candidate's statement of interest follows:

Amarda Shehu
Associate Professor
Computer Science
Volgenau School of Engineering

Statement of Interest to serve on the Research Advisory Committee:

I am very active in research (with 6 NSF grants in PI capacity, and two private foundation grants) for close to \$2M since I joined Mason in 2008. I became an Associate Professor in 2014.

In 2014, I received the Mason Emerging Researcher/Scholar/Creator Award and in 2013 I received the Mason OSCAR Undergraduate Mentor Excellence Award.

I am very active both as an NSF review panelist and NIH study section member (annually).

At Mason, I have participated in review panels for the provost's multidisciplinary grants and have engaged several times with Karl Batt regarding how to improve both the quality of research at Mason and facilitate the formation of large interdisciplinary teams. My own research is inherently inter-disciplinary. I have expressed my interest in helping Mason in any in this regard both to my chair, Dean Ball, and Karl for some time now. I would love to be considered for this position.

Sue Slocum

Assistant Professor (Tenure Track)
School of Sport, Recreation and Tourism
College of Education and Human Development

Statement of Interest to serve on the Research Advisory Committee:

I am currently in my fourth year at Mason and am serving as the co-academic program coordinator for the Tourism and Events Management program. While I recognize that Mason has worked hard to reach a Research 1 status, many feel that the increased focus on STEM in research has marginalized the large body of faculty that work in social sciences and humanities. This is not to undermine, nor diminish the outstanding success Mason has achieved in these areas, but to recognize the value that non-STEM disciplines offer GMU. Finding avenues to bring increased attention to our valued research create new and innovating cross/multi-disciplinary partnerships, and find new avenues of funding in the highly competitive grant arena would be one of my primary goals if I were chosen to serve on this committee. Moreover, supporting early career researchers in the social sciences and humanities is vital to the sustainability as a research 1 university. I have a strong publication record (6 books and 22 journal articles while at GMU) and have earned both grant and industry money to support three GMU projects.

Amarda Shehu was elected to serve on the Research Advisory Committee.

There are Faculty Representative positions to serve on four BOV Committees; one vacancy on each committee (APDUC, Development, Finance and Land Use, and Research). We are looking for nominations, can be from the faculty at large. Senate chair Keith Renshaw also sits as a non-voting member of the BOV. The committees give you a window on what's going one. If you cannot run, please mention this to your colleagues.

Organization and Operations – no report.

B. Other Committees/Faculty Representatives

Faculty Handbook Revisions (Suzanne Slayden)

Proposed revisions (updated 1st view – no vote)

Proposed Revisions to the Faculty Handbook

After discussion at the March 7, 2018 Faculty Senate meeting, a few changes were made to the proposed revisions to the Faculty Handbook. The revisions are found at <http://www.gmu.edu/resources/facstaff/senate/FacultyHandbook/fac-hndbk-rev-2018.htm>. The changes are shown separately on the first page and are also incorporated in the body of the document. The Committee welcomes comments and suggestions before and after the Faculty Senate meeting.

Committee members:

Alan Abramson (SSPG)

Cynthia Lum (CHSS)

Suzanne Slayden, Chair (COS)

Provost's Representative: Renate Guilford

Human Resources: Michelle Lim

Senator Slayden presented several small changes to the proposed revisions that had been presented to the Senate at the March 7, 2018 meeting. These suggestions came from Senators and other interested faculty.

One of the proposed revisions from the last meeting will not be carried forward for a vote at the next meeting, although the committee will propose it again next year.

~~In all cases,~~ The second level of review is carried out by a peer-elected committee of tenured faculty, none of whom hold administrative appointments at or above the level of a Dean.

There is at least one college that includes an Associate Dean as a non-voting ex officio member of the second-level P&T committee, which is a faculty committee that gives its recommendations to the Dean. However, the Dean of the college had not been informed of this proposed change. It is not the intention of the Faculty Handbook Revision Committee to attempt to force changes without adequate notification and discussion within the college. Discussion ensued among Senators who explained the reasoning of the affected college for including the Assoc. Dean, others who said that an administrator should not be a member of a faculty committee in any capacity, and others who gave examples of how their Assoc. Dean functions as administrative support for the committee, but was not a member of the committee.

Academic Initiatives/Minority & Diversity Issues (Christy Pichichero)

Motion Regarding Diversity and Inclusivity Statements in Faculty Hires

Motion

We, the Faculty Senate, endorse the inclusion of *a statement detailing your experience and commitment to diversity and inclusivity in an academic context* in faculty hiring portfolios, starting with AY 2019-2020. In addition, we advocate that, if such statements are requested for inclusion in applications, the following steps be taken in cooperation with the University Minority and Diversity Issues committee:

1. Resources regarding models, expectations, and evaluation of these statements be made available through the Provost's Office, Compliance Diversity and Ethics, and Human Resources.
2. Follow-up efforts in diversity, equity, and inclusivity be made by the Provost's office and the Colleges / Schools.
3. The use of these diversity and inclusivity statements is given a critical re-examination in the Spring of 2022 with regards to their benefits and costs (across all dimensions) by a group equally composed of faculty and administrators

Rationale

We believe a diversity, equity, and inclusivity statement can be one step of many in our attempt to create a more inclusive climate, and thus is a positive and worthwhile decision in an institution with a diverse, international student body. Based on their successful implementation and subsequent outcomes at other institutions, we believe adding these statements into job portfolios will achieve the following:

1. Communicate the importance the values of diversity, equity, and inclusivity at George Mason University to job candidates;
2. Require the candidate to have considered and formalized their thoughts regarding diversity, equity, and inclusivity;
3. Provide means by which to evaluate candidates on their potential contributions to the broadening culture and practice here at George Mason that might not otherwise be observed in a candidate's portfolio; and
4. Bring us in line with an increasingly common practice implemented at peer institutions across the United States.

We have heard the following concerns about such a move:

1. Evaluating these statements takes too long and may be done poorly, if no guidelines for evaluation are proposed.
2. The statement is just a piece of paper and does not assure any true commitment to diversity, equity, and inclusivity.
3. Adding these statements by itself will not engender broader institutional change and must be accompanied by a series of other measures (e.g., formalizing and posting publicly the potential benefits each department and college sees in inclusivity, mandatory DEI training for search committees, evaluating contributions to DEI in annual evaluations and RPT processes).
4. Requiring job candidates to add another element to their portfolio is burdensome.

Although we acknowledge these drawbacks, we do not believe they outweigh the potential benefits.

It was moved and seconded to accept the motion made by recommendation of the committee.

Discussion: Questions were posed about the flexibility of schools/colleges regarding the statement and how to include in candidate application materials. Pichichero noted that each college/school would have flexibility regarding structure and implementation to meet their needs. Other discussion focused on the value of such statements as opposed to the structure and charge of the hiring committees, the role this kind of statement would play in annual review processes (if any), and the possible infringement of academic freedom of job candidates. Pichichero noted that academic freedom was not being infringed upon and that this recommendation was in line with the President's other goals focused on increasing diversity and equity among the faculty (in tandem with changes in search committee composition).

Motion to table the discussion and pick this up at the next meeting (April 4, 2018) was approved.

V. New Business – No new business was brought before the floor.

VI. Remarks for the Good of the General Faculty – None were made.

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

Respectfully submitted,
Shannon N. Davis
Secretary