

GEORGE MASON UNIVERSITY
MINUTES OF THE FACULTY SENATE MEETING
APRIL 29, 2020
Electronic Meeting^{*}, 3:00 – 4:15 p.m.

Senators present: Alan Abramson, Ann Ardis, Robert Baker, Dominique Banville, Christine Barthold, Jim Bennett, Alok Berry, Lisa Billingham, Ginny Blair, Melissa Broeckelman-Post, Meagan Call-Cummings, Carol Cleaveland, James Conant, Richard Craig, Shannon Davis, Betsy DeMulder, Stephanie Dodman, Christy Esposito-Smythers, Daniel Garrison, Mark Ginsberg, Tamara Harvey, Dimitrios Ioannou, Larry Kerschberg, Timothy Leslie, Kumar Mehta, Daniel Menascé, Linda Monson, Maury Peiperl, Karen Reedy, Keith Renshaw, Pierre Rodgers, Esperanza Roman-Mendoza, Catherine Sausville, Zachary Schrag, Joe Scimecca, Solon Simmons, Suzanne Slayden, Cristiana Stan, Susan Trencher, David Wong, Andy Yao, Jie Zhang.

Senators absent: Ali Andalibi, Kenneth Ball, Sonia Ben-Ouagrham Gormley, Henry Butler, Lloyd Cohen, Rick Davis, Michael Gilmore, Anne Holton, Aditya Johri, Brett Josephson, Jenna Krall, Germaine Louis, Alpaslan Özerdem, Robert Pasnak, Daniel Polsby, Mark Rozell, Donglian Sun, Kun Sun, Rebecca Sutter, Masoud Yasai, John Zenelis.

Visitors present: Michelle Barr, Salesforce Communications Analyst, Enrollment Management, Office of the Provost; Joan Bristol, Associate Professor, History and Art History, CHSS; P. Daniel Chen, Director and Associate Professor, Higher Education Program, CHSS; Nada Dabbagh, Professor, Learning Technology, College of Education and Human Development; Angela Detlev, Assistant Provost, Institutional Research, Office of Institutional Effectiveness and Planning; Kathleen Diemer, Associate Vice President, Advancement Relations, Office of Advancement and Alumni Relations; Ed Dittmeier, University Auditor; Gesele Durham, Associate Provost - Institutional Effectiveness and Planning; Kimberly Ford, Director, Personnel Operations, Office of the Provost; Erin Geiger, Assistant Director, Child Development Center; Charlotte Gill, Associate Professor/Deputy Director, Criminology, Law and Society, CHSS; Marcy Glover, Operations Manager, Academic Initiatives and Services/4-VA Deputy Campus Coordinator, Office of the Provost; Brooke Gowl, Associate Director of Research Development, CHSS; Pallavi Gullo, Director, Graduate Academic and Student Affairs, Office of the Provost; Seth Hudson, Assistant Professor, Computer Game Design, CVPA; Devon Johnson, Associate Professor, Criminology, Law and Society, CHSS; Mary Jones, Associate Director, Events and Communication, LEC, Antonin Scalia Law School; Tammie Jones, Student – Major Health Sciences Research; Sr. Vice President Carol Kissal; Jaime Lester, Associate Dean, Faculty Affairs and Strategic Initiatives, CHSS; Bethany Letiecq, Associate Professor, Human Development and Family Science, CEHD and President, GMU AAUP Chapter; Michelle Lim, Assistant Vice President, HR Operations, Human Resources/Payroll; Doug McKenna, University Registrar; Janette Muir, Associate Provost - Academic Initiatives and Services; Anne Nicotera, Chair, Faculty, Communication, CHSS; Shelley Reid, Director for Teaching Excellence, Stearns Center for Teaching and Learning; Deborah Sanchez, Term Assistant Professor, English Language, INTO; Anthony Sanders, Distinguished Professor, Finance, School of Business; Pamela Shepherd, Director, Communications, Provost Office; Marilyn Smith, Senior Advisor, Information Technology Services; Matt Smith, Director of Accreditation, Office of the Provost; Paul Smith, Professor, Ph.D. Program, Cultural Studies Program, CHSS; Stephanie Song, Assistant Professor,

Management, School of Business; Frank Strike, Vice President, Facilities; Bethany Usher, Associate Provost - Undergraduate Education; Eleanor Weis, Advancement and Alumni Relations, School of Business; Preston Williams, Presidential Communications Manager, Office of Communications; Elizabeth Woodley, University Ethics Officer and Policy Manager, Compliance, Diversity and Ethics.

I. Call to Order: Chair Shannon Davis called the meeting to order at 3:00 p.m.

II. Committee Reports

A. Senate Standing Committees

Executive Committee - Shannon Davis, Chair

Senator Betsy DeMulder noted that on behalf of Mason Chapter of AAUP, they are pleased to commit to the resolution.

**George Mason University Faculty Senate
and
George Mason University Chapter of the AAUP**

**Joint Resolution Calling for Commitments to Faculty and Staff by the Board of Visitors
and the Administration During the Covid-19 Pandemic**

WHEREAS the George Mason University Faculty Senate and the George Mason University Chapter of the American Association of University Professors recognize the unprecedented nature of the novel Coronavirus pandemic;

WHEREAS there will be significant and long-lasting financial effects of this pandemic both locally and around the world;

WHEREAS it is anticipated that the University will face significant fiscal challenges as a result of the pandemic;

WHEREAS the University must both respond to the crisis and plan for an uncertain future;

WHEREAS the faculty, students, and staff of George Mason University are the lifeblood of our institution and are vital to its success;

THEREFORE BE IT RESOLVED that in developing plans to address this crisis, the Administration and Board of Visitors are asked to make the following commitments to faculty and staff:

Affirm their commitment to the principles of shared governance as stated in the GMU Faculty Handbook;

Affirm their commitment to faculty employment contracts through no faculty furloughs and the maintenance of faculty salaries at current levels;

Make similar commitments to the staff, without whom we faculty cannot do our jobs;

Affirm that the Administration will abide by the new University Hiring and Procurement practices shared with the University community by the Senior Vice President on April 17, 2020;

Articulate a plan for supporting faculty and staff over the next fiscal year, and that the plan include protection of faculty lines (including term contracts), a recognition of the precarity of adjunct faculty, and the changed working conditions for faculty, including the economic burden placed on faculty as employees because of other economic shifts in the region;

Articulate a clear plan for supporting and maintaining faculty morale, as well as responding to faculty morale decline because of the issues denoted in this resolution.

Discussion:

- Senator expressed support for the intent and spirit of the resolution but expressed concern it did not address most important issue – i.e. if there are cuts, to minimize the differential impact on those who make the least.
- Senators expressed support for the idea should such cuts be necessary, but believed that the resolution sought to gain commitment from the university that any budget impacts will be addressed through all other means other than faculty and staff salaries.

Sr. Vice President Carol Kissal:

- Expressed support for the idea.
- In the past, institutions that did not continue to invest in people during difficult fiscal periods, took longer to regain their footing after.
- Shared that her office is exploring all options including – slowing discretionary spending and deferring capital investments to later date.
- Working with Provost's office, but the situation regarding Fall is fluid because of uncertainty of information regarding public health, impact on state budget, and enrollment information.

Discussion:

- What kind of spending is considered discretionary?

Sr. Vice President Carol Kissal:

- Travel, trainings, and anything that can be deferred and makes sense to do so.

The resolution was approved.

Tiger Team Update – Keith Renshaw

(Courtesy: notes of update provided by Keith Renshaw)

The Tiger Team was formed the week of Apr 20, with a kick-off meeting on Apr 22. Charge is to consider options and formulate specific recommendations with respect to Mason's programs, activities, and operations for Fall 2020: The main focus is how many people can return for what types of activities in fall, in response to the coronavirus pandemic. This includes not just classes, but also research activities, residence halls, dining and other auxiliary services, events, etc. All of this is with the understanding that we don't know what the situation will be – so we will use the best information available, but also acknowledge that conditions will likely change between now and the beginning of fall – and across the fall semester.

Timeline is as follows:

- Kickoff Apr 22.

- Meetings of full group 3 times/week, with subgroups meetings as needed, and lots of information exchange and consultation with other groups in between each meeting.
- Goal is to produce a final report outlining a series of options, with accompanying analyses of pros/cons, by May 8.

Membership of the committee includes Michelle Marks, as Chair, and 11 members, including 2 faculty members, myself and Tom Owens (CVPA). Members come from a range of offices across the university that are impacted by coronavirus, as you see listed on the [slide](#). Team is supported by a “Project Management group” that works with Michelle Marks. Involves lots of consultation of relevant groups outside of meetings – as primary faculty liaison, I am consulting with the Faculty Senate Executive Committee, Chairs’ Council, and others as needed.

Options are designed with several principles in mind:

- Of utmost importance is to support the physical and mental health, safety, and wellbeing of the Mason community
 - Analyses are including cost and feasibility of different risk mitigation strategies that include behavioral expectations and procedures, engineering controls, and protective equipment and supplies
- Also trying to consider ways to maximize our ability to achieve continuity of our mission – in terms of education and instruction, research, and other areas (community building and support, worker well-being, etc.)
- Our approach has to set within the national and regional public health framework that addresses capabilities for testing and tracing, surge capacity, and ultimately slowing and reducing the number of cases within our region and ultimately within the Mason community
- Finally, we have to acknowledge the unpredictable nature of the virus.

We are looking at options for reopening in different ways, likely with a reduced set of courses and students on campus and social distancing/following guidance for protecting our community. For each option, we have a set of impacts and characteristics we evaluate, such as effects on health & well-being, feasibility of actually implementing the option, how well the option allows us to meet our mission, and – given the unpredictable nature of the virus – the feasibility of pivoting to back to online for periods of time if needed (or pivoting back to campus should the situation allow).

To date, we have worked through a broad set of options to narrow in on a set of possibilities that appear most promising, and we are continuing to hone in on those, while beginning to conduct comprehensive analyses of the impacts. That work will continue on through next week, as we work as quickly as possible toward producing helpful guidance.

Important to note that we are not MAKING any decisions. We are putting together information to allow the University leadership to make decisions. It is my understanding that leadership will be reaching out to multiple groups after receiving the report to get input from the broader community on the different options, to inform their decision, which they plan to make no later than June 1. Mark can likely speak to that more.

Interim Provost Mark Ginsberg:

- Thanked Keith, Tom Owens and all the members of the group for their hard work to frame issues and expectations.
- The Tiger Team report is due May 8th.
- Following week, will be inviting the Executive K-4 group, with key groups of Faculty Senate, Staff Senate, student government and the Graduate and Professional Student Association (GAPSA), to get their feedback and suggestions.
- Decision making timeline along with some of the decisions will be made June 1st, (in collaboration with incoming President, Dr. Greg Washington)
- Noted that with the range of uncertainties, the decisions made June 1st could be revisited.
- University will continue to monitor over the summer for decisions regarding Fall.

Chair Davis: How will the report be distributed to the university community?

Interim Provost Ginsberg: Will be meeting with various groups to receive feedback (after Tiger Team report), including the Faculty Chair.

Chair Davis: Noted that the groups referred are collectively representative and inquired about processes for these representatives to serve as conduits for additional feedback.

Interim Provost Ginsberg: Reiterated that the most important part of decision is to protect health, safety and welfare of our community. Also acknowledged that university may need to make further pivots over the summer.

Discussion:

- Senator noted receiving many phone calls and emails from students from out of state, being charged high (tuition) rates for online courses because they are at home. Inquired whether for summer, the students can be charged in-state tuition for online courses.

Interim Provost Ginsberg: Acknowledged that tuition related matters are complicated issues and would look into the matter. Also reiterated university's commitment to access to excellence.

- Senator noted that no matter what the decision for Fall semester is, we should be ready to pivot if situation changed and demands it.
- Some courses have labs and university continues to charge lab fees – even though students are not in labs. Suggested the university take this into consideration in terms of attracting students to come back to GMU.

(Slides used for providing Tiger Team Update)



Patriot Tiger Team



Faculty Senate Update – April 29, 2020

Patriot Tiger Team Charge

Consider options and formulate specific recommendations with respect to Mason's programs, activities and operations for the fall 2020 semester.

Apr 22

Discussion of Guiding Principles and Driving Factors

Comprehensive & inclusive internal community discussion to develop options; consideration of peer institution behavior

Review of Peer Responses and Latest COVID Models

Review other universities' responses; reviewing latest models of COVID spread, nationally and regionally; Mason data analysis

Develop and Narrow Options

Incorporate feedback from key groups around campus

Options Analysis

Gather data; incorporate feedback from key groups around campus

May 8

Final Report

Share report

Our options will be designed in response to the following principles and external realities:



Health and Well Being



Mission Continuity



State and Federal Guidance



Virus spread is unpredictable and will impact our approach

4

Membership & Input

- Chair
 - Michelle Marks
- Members
 - David Burge (Enrollment)
 - Deb Crawford (Research)
 - Bill Dracos (Business Services)
 - Renate Guilford (Provost's Office)
 - Germaine Buck Lewis (Dean, CHHS)
 - Rene Steward O'Neal (Budget & Planning)
 - Tom Owens (Faculty, CVPA)
 - Lisa Park (Student Health)
 - Rose Pascarell (University Life)
 - Keith Renshaw (Faculty/Dept Chair, CHSS)
 - Julie Zobel (Safety, Emergency, Risk)
- Project Management
 - Marc Austin
 - Amber Hannush
 - Janette Muir
- Community Engagement
 - Executive Council, President's Council, Deans' Council, Academic Council, Chairs' Council, Faculty Senate, Instructional Continuity Working Group, Emergency Operations Group, Community & Government...

3

Key Factors for Evaluating Options

Health and
Safety



Operational
Feasibility



Ability to Meet
Our Mission



Ability to
Pivot



Evaluating financial implications

5

Academic Policies – no report

[Link to annual report](#)

Budget and Resources – *Tim Leslie, Chair*

[Link to annual report](#)

Our annual report is posted on the website. Committee spent most of the year working with Budget Advisory Council with representatives on various subgroups.

Faculty Matters – *Joe Scimecca, Chair*

[Link to annual report](#)

Attached are the administration's response ([Attachment B – April 27, 2020](#)) to the joint resolution co-sponsored by the Budget and Resources and Faculty Matters Committees: Office Space – Robinson Replacement Building, and our response ([Attachment C - April 28, 2020](#)).

Discussion and Senators' statements provided as response:

Written Statement provided by a Senator for inclusion in minutes

We stress that concerns about the Robinson replacement building are also relevant to the current Master Planning process and all kinds of planning that involves faculty input and impacts faculty work.

Key points we include in our response:

1. It is not enough to convene workshops and send out surveys. There should be transparency about what is learned and how faculty input has shaped any decision-making process.
2. If trends and principles are invoked, faculty should be told the specifics of those trends and principles as well as the sources for and evidence supporting them. It is important, for instance, that if principles from the corporate world are being translated into academia or principles from engineering are being translated into the humanities that affected faculty get the opportunity to evaluate and participate in that translation.
3. Specific to Robinson we have many questions about how we got here but also where here is and we would welcome greater clarity.
4. We reaffirm and ask the administration to join us in reaffirming shared governance as a core value of the university but also an effective, necessary process, especially when times are hard.

We have asked for:

- Details about the process of the Robinson replacement project outlined in the administration's letter.
- More transparency and robust engagement of faculty in future planning.
- Continued attention to the Faculty Senate resolution regarding faculty offices at the university level and not just the college level. Reconfiguring Robinson is not the only option and we list several others in our reply.

Written Statement provided by a Senator for inclusion in minutes

The administration's letter makes a series of claims about events that took place in the past. It is a work of history. But it is not a very good work of history, in that it is missing key names and dates. Yes, faculty were appointed to a committee in spring 2016. But we haven't been told what work that committee did, or how long it operated. Yes, faculty were invited to workshops. But the only workshop specifically on offices took place in July 2017, after key decisions were already made.

The letter does not claim that faculty were involved in or even informed of the decision, in spring 2017, to cut the planned number of offices from 322 to around 250. That's a cut of 20 percent, or around 8,000 square feet. This decision was made behind closed doors by Facilities staff and architect Gary McNay, who is on the record as stating that many faculty do not know what was best for them, because "they have not experienced healthy workplace communities." Nor were faculty consulted or informed of a second round of crowding in fall 2018. That decision was revealed only this month as a result of a FOIA request.

The administration appears to be accepting a story put together by the Facilities staff, and using that to dismiss faculty concerns. The fact remains that the university has spent over \$110 million in taxpayer funds on a building that falls far short of its Mason's design standards. The administration appears uninterested in finding out how that happened or developing plans to mitigate the damage.

- Senators expressed appreciation for the thoughtful joint-committee response, and inquired about the follow up steps.

Senator Scimecca:

- The building transition committee has a meeting on Friday, scheduled by Dean Ann Ardis and Seth Kaplan. One representative from each department scheduled to move into the new building should attend. Next steps are uncertain and expects the statement would be sent to the Rector. There is a debate on whether to send to incoming President, Dr. Washington.
- Noted that for all faculty and faculty senate representatives on various ad-hoc committees to be mindful of their role as representative of the faculty, and to communicate with the Senate and/or the Standing Committees.

Nominations – Melissa Broeckelman-Post, Chair

[Link to annual report](#)

Organization and Operations – Lisa Billingham, Chair

[Link to annual report](#)

- Reported that the analysis for Faculty Senate representation was posted in early March.
- At the request of Lester Arnold (VP – Human Resources/Payroll), Sr. Vice President Carol Kissal, and Senate chair Shannon Davis -- the main focus for O&O Committee this year was to conduct research into potentially building an ombuds office.
 - Two years ago, the Faculty Senate passed a motion to train five faculty liaisons to serve as a neutral place for faculty to seek help.
 - The committee work required dedicating significant amount of time - see Ombudsperson Report ([Attachment A](#)) .
 - With transition in university leadership, committee believes it is important to have our recommendation on record for the incoming administration -- to consider having ombudspersons to help faculty.
 - In the interim, committee suggests in response to Faculty Conduct Working Group’s recommendations in April – Training and Civility in the Workplace .:

Discussion:

- Senator serving on Faculty Senate Grievance Committee shared that it has five grievances to review this year, and shared hope that creation of ombudsperson would help resolve problems before rising to level of a grievance.
- Senators expressed support for the proposal and also noted the Mason was somewhat of an exception in not having an ombudsperson office.

Committee Chair Billingham: The committee would like to leave this recommendation with Faculty Senate. She indicated that the Executive Committee, during its meeting, would bring this to the attention of incoming President, Dr. Washington. Subsequently, the committee will bring this to the floor in the fall.

B. Other Committees/Faculty Representatives

Annual Reports

Academic Appeals

[Link to annual report](#)

Academic Initiatives – Solon Simmons, Chair [Link to annual report](#)
As noted in its report, there is a real need to revise charge of the committee. Not only does it refer to offices not here since 2014, focuses on a previous time’s initiatives, helpful to change the committee’s charge. Chair Davis encouraged the committee to work with O&O.

Admissions [Link to annual report](#)
Adult Learning & Executive Education [Link to annual report](#)
Athletic Council [Link to annual report](#)
Effective Teaching – Tom Wood, Chair [Link to annual report](#)
A good year and a bad year; pilot did not go this semester (due to coronavirus pandemic). He commended Gesele Durham, Associate Provost for Institutional Effectiveness and Planning, and the Office of Institutional Effectiveness and Planning for their fantastic work in collaborating with us. A new online instrument “Blue” contract signed (see [announcements](#)). With spring break, process stopped in the water. This committee will continue to work with the Provost Office. Chair Davis noted added that all teaching evaluations will be online in the future and thanked the committee for all its work.

External Academic Relations [Link to annual report](#)
Faculty Equity and Inclusion – Betsy DeMulder, co-chair [Link to annual report](#)
We met many times last year. Our report includes many recommendations focusing on FEIC’s being more involved in many activities on campus.
Faculty Handbook [Link to annual report](#)
Grievance [Link to annual report](#)
Mason Core [Link to annual report](#)
Research Advisory Committee [Link to annual report](#)
Salary Equity Study [Link to annual report](#)
Technology Policy [Link to annual report](#)
University Promotion, Tenure, and Renewal Appeal [Link to annual report](#)
Writing Across the Curriculum [Link to annual report](#)

III. New Business

IV. Announcements

- Interim Provost Ginsberg
Chair Davis noted having received a number of questions within the last 24 hours related to opening of registration for Fall semester before the Tiger Team report is submitted?

Provost Ginsberg:

- It is important to open registration for students. The message is that there will be classes, even if we are not sure in what format. It also helps students plan.
- Other institutions have also started Fall registrations and are well into the process.
- Decisions are made June 1st are also subject to change with evolving circumstances. Waiting 1 more month to open Fall registration seemed counter-intuitive.

- The message to departments going out is: there may be adjustments to the schedule, and should pivot need to be made, they should be ready to act quickly. Admitted that there is not enough actionable information regarding COVID-19, and the issues are complicated with potential for changes.
- Acknowledged that current systems and processes may pose hurdle when migrating enrolled students from face to face to online (should such a change be made).
- Noted that we are in same position as our peers across the country.

Associate Provost Janette Muir:

- Noted that this provides an opportunity to rethink some of our courses
 - Also acknowledged that decisions are needing to be made with a lot of unknowns and that these decisions may need to be re-made with change in situation.
 - Informed that university now has enterprise license for Zoom starting in the summer.
- Senator inquired about keeping instate status for those students who were eligible for it in the Spring semester. Can they still have in-state status in the fall?
Provost Ginsberg: University will look at it case-by-case basis. The state has rules that university has to abide by.
 - Senator raised issue about additional fee associated with online courses. Will the university consider repealing this?
Associate Provost Muir: Online course fees have been waived for summer courses. Exceptions are Wylie courses. No decision on these has been made yet for Fall semester.
 - Update on Web Based Student Evaluation of Teaching from Gesele Durham, Associate Provost for Institutional Effectiveness and Planning, and Tom Wood, Chair of Effective Teaching Committee
 - Earlier this academic year, the Provost's Office determined that the University would no longer use paper-based student course evaluations and began to search for a vendor to deploy all student course evaluations using a web-based tool.
 - An evaluation committee comprised largely of members of the Effective Teaching Committee, the Office of Institutional Effectiveness and Planning, and the Registrar's Office, evaluated proposals by three vendors for such a product.
 - The University has chosen to pursue a contract with Explorance, the vendor for the online tool "Blue".
 - There is no estimated date for completion of the procurement. The migration of student evaluation of teaching from paper-based to online will begin after completion of procurement.
 - No definitive status for the administration of Student Evaluation of Teaching for the Fall semester.
 - No decision regarding summer course evaluations has been made, but in case online evaluations are conducted – they would be conducted using existing home-grown tool currently being used for evaluating online courses.
 - Regarding the testing of pilot questions for the SET

- While the committee wishes to evaluate the pilot SET instrument in the fall, the extenuating circumstances we face raise questions about how to simultaneously implement a new tool AND effectively evaluate new questions. Therefore, the testing of those new questions will likely be conducted in Spring 2021.
- 9-month Deferred Pay Option

9-month faculty are eligible to spread their compensation over 9-months or 12-months. The pay schedule will remain the same for current faculty and will only change if the faculty member completes the online form prior to the start of the academic year (August 25th). If you have previously elected to have your academic year compensation paid out over a 12-month period, and do not wish to change that election, you do not need complete the online form.

Elections are irrevocable for the upcoming academic year and cannot be changed after the commencement of the academic year. Forms do not need to be completed unless requesting a change. New faculty will continue to default to be compensated over a 9-month period and will have the opportunity to switch spread their compensation over 12-months for the following academic year.

9-month Deferred Pay Options Chart:

Pay Schedule	To be paid over 9-months	To be paid over 12-months
9-month Faculty currently paid over 9-months (9/9)	No action required	Online Form must be completed prior to the start of the upcoming academic year
9-month Faculty currently paid over 12-months (9/12)	Online Form must be completed prior to the start of the upcoming academic year	No action required
9-month Faculty starting in August (8/2020)	No action required	Can complete online form for the start of the next academic year (8/2021)
12-month faculty converting back to 9-month in August (8/2020)	No action required	Online form must be completed prior to the start of the upcoming academic year

Few things to take into consideration prior to making an election:

- There could be additional tax implications/fees when choosing to defer pay (recommended that faculty speak with a tax advisor)

- If you elect to be paid over 12-months, summer paychecks will be impacted should there be any personnel actions that impact your pay during the academic year. (i.e. FTE changes, salary changes, leave without pay, or leave with partial pay, etc.)
- If you are planning on retiring during or after the academic year, any deferred amount remaining will be paid to you in one lump sum and is subject to all federal and state tax regulations.

HR/Payroll is finalizing the form and additional information which will be available at <https://hr.gmu.edu>.

V. Remarks for the Good of the General Faculty

Chair Davis: “COVID had upended a number of our plans, including what we hoped to do as the Faculty Senate leaves Robinson B113 for Research 163 in the fall. Not all in vain, the 50th anniversary of the Faculty Senate will be in 2023, below are a few slides including pictures of Robinson Hall and lists of Senators still at Mason who have served since 2000. Thanks to all for your previous work. As we move into next semester and move on finals, to reflect on the wonderful work the Faculty Senate has done in its service to the university. My best to all of you, stay well and stay safe.”

VI. Adjournment: The meeting adjourned at 4:24 p.m.

Respectfully submitted
Kumar Mehta
Secretary



A recognition of Senators having served 2000-present on what was to be the final Senate meeting in Robinson Hall







RECOGNITION OF SENATORS SERVING 2000-PRESENT (AND ARE STILL AT MASON)

ANTONIN SCALIA SCHOOL OF LAW

Lloyd Cohen
Michael Greve
Daniel Polsby
Jeremy Rabkin

SCHOOL OF LAW
Michelle Boardman
Terrance Chorvat
D. Bruce Johnsen
Michael Krauss
Craig Lerner
Adam Mossoff
Ilya Somin

Dominique Banville
Christine Hoffner Barthold
Russell Brayley
Meagan Call-Cummings
Nada Dabbagh
Maggie Daniels
Betsy DeMulder
Stephanie Dodman
Margret Hjalmarson
James Kozlowski
Bethany Letiecq
Earle Reybold
R. Pierre Rodgers
Farnoosh Shahrokhi
Debra Sprague

Jenice View
Shelley Wong

COLLEGE OF HEALTH AND HUMAN SERVICES

Virginia Blair
John Cantiello
Carol Cleaveland
Charlene Douglas
Kathryn Jacobsen
Jenna Krall
James Metcalf
Steven Rose
Rebecca Sutter
Michael Wolf-Branigan

GEORGE MASON UNIVERSITY

COLLEGE OF HUMANITIES AND SOCIAL SCIENCES

James Bennett	Tamara Harvey
Doris Bitler Davis	Matthew Karush
Melissa Broeckelman-Post	Janette Muir
Cher Weixia Chen	Star Muir
Richard Craig	Robert Pasnak
Shannon Davis	Keith Renshaw
Rutledge Dennis	Esperanza Roman-Mendoza
Kelly Dunne	Zachary Schrag
Christy Esposito-Smythers	Joseph Scimecca
John Farina	Julia Shadur
Jane Flinn	James Steele
Pamela Garner	June Tangney
Timothy Gibson	Susan Tomasovic
Michael Gilmore	Susan Trencher
Michele Greet	
Frances Harbour	

COLLEGE OF ARTS & SCIENCES

Rei Berroa
Warren Decker
R. Christian Jones
Julianne Mahler
Priscilla Regan
Paul So

GEORGE MASON UNIVERSITY

COLLEGE OF SCIENCE

Changwoo Ahn
Ernest Barreto
Vikas Chandhoke
Arie Croitoru
Cody Edwards
Karl Fryxell
Rebecca Jones
Chris Kennedy
Timothy Leslie
Larry Rockwood
Catherine Sausville
Suzanne Slayden
Cristiana Stan
Donglian Sun
Iosif Vaisman

David Wong
Jie Zhang

GEORGE MASON UNIVERSITY

COLLEGE OF VISUAL AND PERFORMING ARTS

Lisa Billingham
Rick Davis
Jesse Guessford
Kristen Johnsen-Neshati
Dan Joyce
Linda Monson
William Reeder
Karen Reedy
Gregory Robinson
Peter Winant

GEORGE MASON UNIVERSITY

SCHOOL OF BUSINESS

David Gallay
Brett Josephson
David Kravitz
Kumar Mehta
Andy Yao
Masoud Yasai

SCHOOL OF MANAGEMENT

Yvonne Demory
Karen Hallows
Gerald Hanweck

GEORGE MASON UNIVERSITY

SCHOOL FOR CONFLICT ANALYSIS AND RESOLUTION (JIMMY AND ROSALYNN CARTER SCHOOL FOR PEACE AND CONFLICT RESOLUTION AS OF JULY 1, 2020)

Kevin Avruch
Susan Hirsch
Karina Korostelina
Patrica Maulden
Susan Allen Nan
Solon Simmons

INSTITUTE FOR CONFLICT ANALYSIS AND RESOLUTION

Sandra Cheldelin

GEORGE MASON UNIVERSITY

SCHAR SCHOOL OF POLICY & GOVERNMENT

Alan Abramson
Sonia Ben-Ouagrham-Gormley
James Conant
Ellen Laipson

SCHOOL OF POLICY, GOVERNMENT, AND
INTERNATIONAL AFFAIRS

Stephen Ruth
Robert Dudley

SCHOOL OF PUBLIC POLICY

Jack Goldstone
Stuart Malawer
Jerry Mayer
Kenneth Reinert
Rainer Sommer
Tojo Thatchenkery

GEORGE MASON UNIVERSITY

VOLGENAU SCHOOL OF ENGINEERING

Alok Berry
Daniel Garrison
Janos Gertler
Mark Houck
Dimitrios Ioannou
Bijan Jabbari
Aditya Johri
Larry Kerschberg
Daniel Menasce
Kun Sun
Girum Urgessa
Anand Vidyshankar
Harry Wechsler

GEORGE MASON UNIVERSITY

OTHER ELECTED REPRESENTATIVES

IT&E

Ami Motro
Clifton Sutton
Ariela Sofer

KRASNOW INSTITUTE

James Olds

GEORGE MASON UNIVERSITY

FACULTY SENATE CHAIRS

Don Boileau 1999-2002
Jim Bennett 2002-2005
Dave Kuebrich 2005-2006
Suzanne Slayden 2006-2009
Peter Pober 2009-2012
June Tangney 2012-2013
Charlene Douglas 2013-2016
Keith Renshaw 2016-2019
Shannon Davis 2019-present

GEORGE MASON UNIVERSITY

FACULTY SENATE MEETINGS IN 2020-2021

Research 163, 3-4:15p

- September 2
- September 30
- October 14 (if needed)
- November 4
- December 2
- February 3
- March 3
- March 31 (if needed)
- April 7
- April 28

GEORGE MASON UNIVERSITY



Attachment A



Faculty Senate

4400 University Drive, MS 5E5, Fairfax, Virginia 22030
Phone: 703-993-2990

MEMORANDUM

To: Lester Arnold, Vice President for Human Resources and Payroll

From: Lisa Billingham, Chair, Faculty Senate Organization and Operations Committee

Re: Background for the Development of GMU Ombudsperson Office

Date: December 2, 2019

In the Spring of 2018 the GMU Faculty Senate directed the Organization and Operations committee (O&O), in cooperation with the Senior Vice for Administration and Finance, to research background for creating faculty liaison positions. Subsequent to administrative turnover in the Summer of 2019, the committee was directed to assemble materials relating to a full-time ombudsperson rather than faculty-centric model. The role of the ombudsman is shaped as a resource for faculty to discuss workplace issues in a confidential manner. The role of the ombudsperson is not someone to "give voice to an issue" (JMU Ombuds) or to be an advocate. We maintain our interest in seeing George Mason develop an ombudsperson program.

Members of the committee contacted the respective ombudsmen at these institutions, as well as those at the University of South Carolina and The University of North Carolina-Charlotte. All of the ombudsmen we contacted were very supportive in sharing information and offered us more assistance when the time comes for more advice. The committee has additional data from Virginia Tech as they have recently completed their process in building an office. The collective findings of the Organizations and Operations committee are presented here.

COMMONWEALTH COMPARISONS

A number of Universities within Virginia have an existing Ombudsperson structure in place. These examples include the University of Virginia, Virginia Tech, William and Mary, and James Madison University. All of the universities are members of the IOA International Ombudsman Association. The IOA requires that you become an institutional member and there is training that occurs a few times a year (with a notable waiting list) and an annual conference which is most helpful to universities as they begin the process to build an office and position.

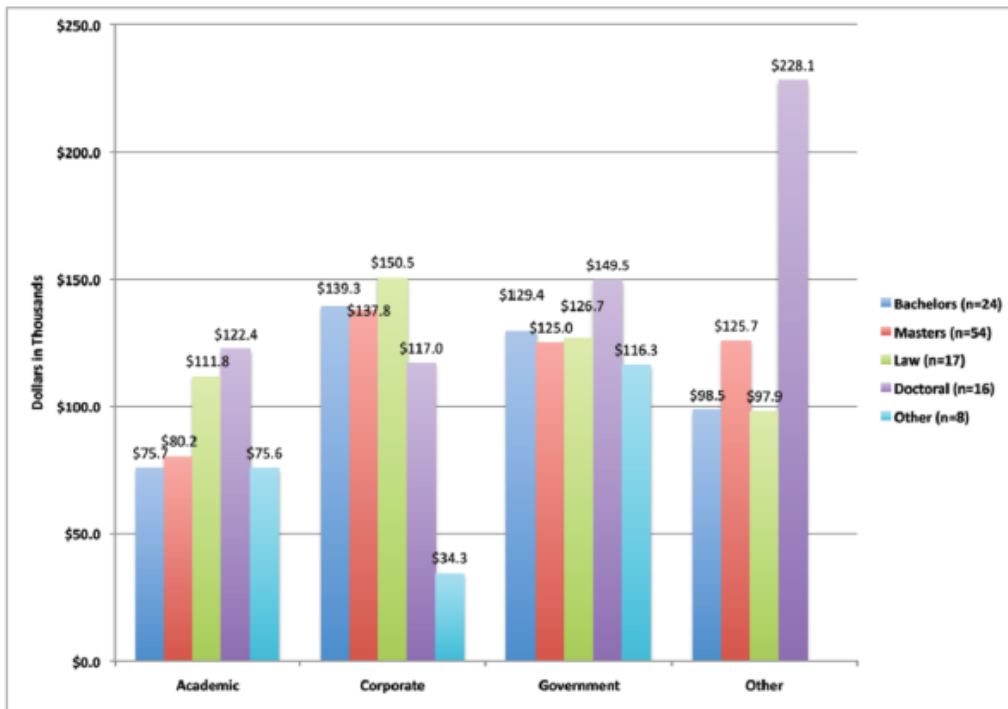
In all discussions, the ombuds have insisted that there be a website, phone and physical office devoted to explaining the responsibilities and duties of an ombudsman. Each institution maintains its own ombuds website, linked in the table below.

Virginia Tech	William and Mary	University of Virginia	James Madison University
https://ombuds.vt.edu/	https://www.wm.edu/offices/ombuds/index.php annual report 2018 2018 Annual Report	https://eocr.virginia.edu/ombuds	https://www.jmu.edu/academic-affairs/faculty-ombudsperson/index.shtml

COMPENSATION

Ombudsmen are a specialized and trained set of individuals, and as such their salary demands are notable when compared to general support staff. The IOA numbers from 2010 are shown below, with breakouts for different hiring contexts and academic training. Since these are 2010 numbers, inflation-adjusted values would be approximately 18% higher¹.

Average Full-time Salaries by Educational Level and Sector (N=119)



The data include the salaries of all OOs who were expected to work 36+ hours per week.

¹ CPI Values from: <https://www.bls.gov/bls/news-release/cpi.htm>

STRUCTURE AND SUPPORT

There is a diversity of approaches with regard to reporting and funding structure. Our research has revealed a reporting structure to the President, Provost or Director of Equal Opportunity Civil Rights. An important element of the offices is its ability to be independent of administrative influence on aspects not related to the concerns of the reporting individual.

	Virginia Tech	William and Mary	University of Virginia	James Madison University
Reporting Structure	President	Provost	Reports to the Director of Equal Opportunity Civil Rights. Statistics reported statistics to the EOOCR's report.	Reports to the Provost, annual presentation each year to the Faculty Senate and to Academic Council.
Hours and Funding	Not reported	Full-time position; beginning salary circa \$60,000	Full-time position	<i>Faculty Administrative role</i> Stipend of \$10k/year or 1/1 course release (1 course release per semester) with money from the provost to department to cover costs
Office Space	Temporary location; looking for a permanent space as they plan to add administrative staff support and an additional 1-2 ombuds in the next few years.	Hornsby House, open 4 days per week.	Dynamics Building	Separate office or confer via phone (this is the norm)

HISTORY

The comparison institutions in Virginia have had their programs in place at some level since 2009. Virginia Tech has recently expanded its program to be fully comprehensive and not just implemented for individual cases.

	Virginia Tech	William and Mary	University of Virginia	James Madison University
Annual Average Caseload	New program for the university. The office has served 24 faculty from July-October 2019.	January 1 – June 30, 2018 the office served 53 unique visitors	Two to three persons per week not counting follow-up appointments.	First six years average 18-22 per year; up to high 20's and last year it had risen to the middle 30's.
Year started	2019 (University-wide) 2009 Graduate students, staff and faculty Ombuds Offices are independent	Faculty 2009; Graduate Students 2006	1998	2009

RESOURCES AND LINKS

- Ombuds Blog (searchable) at <http://ombuds-blog.blogspot.com/>
- Directory of Ombuds Higher Ed offices <http://ombuds-blog.blogspot.com/p/higher-ed.html>
- Barkat, John S. Blueprint for Success: Designing a Proactive Organizational Ombudsman Program article by John S. Barkat in how to build a program.
- Howard, Charles L. The Organizational Ombudsman. American Bar Association, 2010.
- Creating the Office of the Ombudsman; a white paper by Ontario-based Agree Dispute Resolution, Inc.
- A Guide for the Institution; an article by the Association of Canadian College and University Ombudspersons, Oct. 2005
- Conflict Resolution Task Force Report; a recommendation to the University of California, Santa Barbara regarding the re-establishment of the ombuds office
- Creation of an Ombuds Office Can Prevent Retaliation Claims; article by Michael Eisner, an attorney-mediator in Parsippany, New Jersey, on Mediate.com, Jan. 2007
- Physical Environmental Design Factors in College and University Ombuds Offices; article by Tim Griffin of Northern Illinois University in the Cal Caucus Journal, 1994
- IOA, How to establish a new office
- Setting Up an Ombuds Office - Safety Considerations; an article by Linda Wilcox of Harvard Medical School in the Cal Caucus Journal, 1994
- On Being An Ombuds: Considerations And Suggestions For Practice; an article by Rick Russell an attorney and ADR professional, on Mediate.com, Apr. 2003
- New Research Explores Ombuds' Relationships with Senior Leaders (September 2019)
- Blueprint for Success: Designing a Proactive Organizational Ombudsman Program article by John S. Barkat in how to build a program.

Attachment B



Office of the President

4400 University Drive, MS 3A1, Fairfax, Virginia 22030

Phone: 703-993-8700; Fax: 703-993-8707; Email: president@gmu.edu

April 27, 2020

Faculty Senate
George Mason University, MSN 5E5
D021 Buchanan Hall
Fairfax, VA 22030

Dear Members of the Faculty Senate:

We write in response to your resolution adopted at the April 22, 2020, meeting of the Faculty Senate, concerning workspaces for the College of Humanities and Social Sciences faculty. Based upon our review of the background, four years ago, in April 2016, the planning process for the Robinson Hall replacement was kicked off. Leadership teams were formed, including an Executive Leadership Committee and a Steering Committee, and a robust process engaged multiple stakeholders to imagine the future of Mason with the Robinson Hall replacement project. The Steering Committee included six faculty members, five from CHSS, who were charged with representing the interests of CHSS faculty.

The process included meetings with key stakeholders, as well as specially designed and convened active problem-solving workshops to imagine learning, working, and meeting spaces in the new building. In all, there were ten workshops conducted with over 200 faculty, students, and staff. Fostering a thriving, collaborative, and interdisciplinary community of CHSS scholars and educators was, and continues to be, the vision for this building.

Projects such as this require imagination and forward thinking about needs and trends well into the future. For this project, that meant thinking about how this building supports faculty work from 2021-2065. The design team and stakeholder groups considered global and national trends in office use; the rapid migration to digital materials and archives; and the varying roles of faculty members, including student mentoring and advising.

The final design provided multiple types of work spaces, including single offices, shared offices, and a variety of other spaces, so that there would be intentionally created, deliberate places for all combinations of faculty and student interactions. The Design Manual Guidelines are, in fact, guidelines. Each project stakeholder group and decision-making body (in this case the Executive Leadership Committee) takes those into consideration along with other considerations around strategic objectives to increase student engagement, competing space needs, vision and guiding principles established for the design of the building.

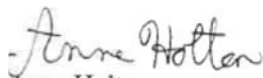
The new building does increase CHSS' assignable space by approximately 30% (from about 66K assignable square footage to about 86K), a need that was noted in Mason's Six Year Capital Outlay Plan 2014-2020. Mason has continued to grow rapidly, as we are all aware, which has required Mason to be innovative and adaptive in meeting space needs for our faculty.

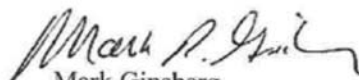
At present there are a significant number of faculty who are sharing offices, including in CHSS, and those faculty are currently productive scholars and effective teachers and mentors. Equally importantly, given the challenges we are negotiating with the COVID-19 pandemic and the adaptations each of us are making at this moment, we will almost certainly see changes in the ways that we choose to work – virtually, physically, or some hybrid of the two – in the future.

We appreciate your input but are not able to make fundamental changes to the plans at this late stage. Moving forward, we know that the CHSS academic leadership is currently in the process of working with the faculty to assign faculty office spaces. We will continue to pay close attention to the needs of the CHSS faculty, as we will for all Mason faculty. Our current master planning process is one tool for helping us to understand and plan for the ongoing success of our students, faculty, and academic programs. We appreciate that two faculty senate members will be part of that steering committee for the master plan work.

We are well-aware that our faculty are at the heart of our ability to deliver on our strategic missions of helping more students have access to a high-quality education and contributing to the production of knowledge of academic, societal, and economic consequence. We are grateful for all that you do, now more than ever, to support Mason and our students.

Sincerely,


Anne Holton
Interim President


Mark Ginsberg
Interim Provost


Carol Kissal
Senior Vice President

Attachment C

Response from Budget and Resources and Faculty Matters Committees to the letter from the Office of the President regarding the Faculty Senate Resolution adopted on April 22, 2020

April 28, 2020

Dear Interim President Holton, Interim Provost Ginsberg, and Senior Vice President Kissal:

We appreciate the senior leadership's attention to the Faculty Senate resolution passed on April 22, 2020 and your gratitude for all that the faculty does. We understand that the university faces many competing priorities, and we are eager to discuss ways that those priorities can be balanced, especially in this difficult time for our university and our world. However, we find that the letter sent to the Faculty Senate in response to the Faculty Senate resolution adopted on April 22, 2020 misrepresents the degree to which faculty input was incorporated into plans for the Robinson replacement building. Further, we question references to "global and national trends" and "vision and guiding principles" as neither were specifically articulated. We know that workshops were convened to imagine the new project (many of us participated in those workshops), and surveys were distributed to solicit input, but we do not have evidence of how exactly faculty input influenced the design of the building. In fact, we see little evidence that faculty input was taken into account at all. As faculty at an R1 institution, we expect data demonstrating the efficacy of trends and sources for the principles that are being invoked, neither of which were provided in this letter or in other materials made public related to the Robinson replacement project. As we work to resolve space issues related to the Robinson replacement building and as we look forward to the current master planning process, we ask for your commitment to shared governance and more transparency about the decision-making process including details about the specific weight of faculty input in that process and for a more open and robust debate about the principles shaping these decisions. Such debates can be contentious, but they are especially important for the growth and well-being of George Mason at a time when limited resources render decisions about competing priorities particularly difficult.

We have many questions about the planning process described in your letter. What follows are a few of these questions as well as competing or complicating information, some of it coming from emails that were part of FOIA requests. We understand that information that comes from such requests is partial and provides an imperfect picture of the process and individual's contributions to that process. We would welcome the opportunity for representatives from the Faculty Senate to meet with representatives from the Vice President for Facilities and the Senior Vice President for Administration and Finance's offices to get a fuller, more accurate understanding of the decision making process.

The planning process

1. The letter mentions a steering committee that included six faculty members, five of whom came from CHSS, but we have no reports or minutes from that committee and we do not know

whether it was consulted at later stages in the building design when offices were reconfigured to reduce the total number of offices and increase the number of shared offices. Email exchanges indicate that architects drastically cut the number of private offices in spring 2017 and fall 2018. We would like to know if the steering committee was consulted when these cuts were made.

2. The letter uses the fact that 10 work sessions were held with over 200 faculty, student, and staff participants as evidence of a robust, collaborative process, but it offers no account of the results of those sessions. In fact, faculty repeatedly and forcefully stressed the specific reasons for their need for private offices. The strongly negative response to the recently unveiled floorplan suggests how little influence faculty, staff, and students ultimately had in the process.

Planning procedures that involve input from faculty, students, and staff should provide accounts of the substance of those encounters and the weight of those encounters on decision-making. The simple fact that they took place does not demonstrate a robust engagement of multiple stakeholders and certainly does not reflected shared governance. Indeed, asking faculty and others for input only to ignore them foments faculty disengagement and damages faculty morale.

Standards and guiding principles

3. The letter speaks to needs and trends that the university anticipates will shape the use of this building for the next 50 years. Details about what is being forecast, by whom, and based on what data should be shared with faculty. Certain assumptions about how we work now and how that work might change in the future merit evaluation by people working in the disciplines housed in the new building. If anticipated changes in how classes are delivered and staffed are shaping building design, those too need to be discussed with faculty.
4. The letter observes that the University's "Design Standards Manual" offers guidelines only. We would note that the manual also provides examples of when exceptions might be necessary, "particularly for renovation projects in which the project program must be housed within an existing building envelope" while also noting that "it is critical that efforts be made to ensure the provisions are followed, and that any exceptions are executed in a transparent, open, and explicit manner." Facilities staff have yet to disclose the exceptions executed for this project.

Trends and principles shaping university planning decisions should be made explicit and vetted by faculty who teach and do research in those areas of the university.

The benefits of the new building

5. The letter asserts that the assignable space for CHSS will increase from 66K to 86K. We question these figures; other calculations suggest that the affected departments will occupy roughly the same space deemed overcrowded in 2013
6. The letter observes that many faculty who share offices are productive as teachers, researchers, and mentors. We know that to be true—CHSS continues to "punch above its weight" because

of the hard work, creativity, and dedication of the faculty as does Mason as a whole. That does not make this a best practice nor does it obviate the need for transparency, faculty input, and data-driven decision making.

At a moment when the university is embarking on a significant new master planning process, it is particularly disturbing that a resolution that received almost unanimous support from the Faculty Senate would be so summarily dismissed. In the spirit of shared governance and transparency, we ask for more details about the process outlined in the letter sent in reply to the Faculty Senate's resolution; more robust engagement of faculty in future planning that includes evidence of how faculty feedback is used and specifies clearly the principles and data supporting planning decisions; and further effort to meet the Faculty Senate's resolution that all full-time instructional faculty be assigned private offices. If changes cannot be made to the Robinson replacement building, there are other ways to meet the demands of the resolution, including delaying the demolition of Robinson B, providing incentives for office sharing, or assigning units currently slated to move into the Robinson replacement building to other available space on campus.

We know this is a time of great uncertainty; however, we urge you to reconsider your response to our Faculty Senate resolution regarding private office spaces for full-time faculty. We faculty want nothing more than to work hard to accomplish the mission of George Mason University. Trust that we know what we need to get the job done.

Respectfully Submitted,

Faculty Senate Budget and Resources Committee

Faculty Senate Faculty Matters Committee