

COS Faculty Meeting Minutes

Thursday November 10, 2022

12:30-2pm

Zoom and EXPL 3301

Meeting recording information distributed via email.

Attendees listed in Appendix A

1. Call to order – 12:33 pm
2. Approval of minutes from September 8, 2022 – 12:34 pm
Group approval confirmed by emoji and thumbs up and aye-s (in-person)
3. Announcements:
 - 3.1. President Washington's address: October 25, 2022; 9 am; HUB Ballroom
 - 3.1.1. Images captured by Peter Plavchan, [Photos from 10-25-22 President Washington's address](#)
 - 3.1.2. Recording of the event has not been distributed. COS faculty leaders will make the recording available if it is released.
 - 3.2. The fourth Faculty Senate Meeting of the 2022-2023 academic year will take place on **November 16, 2022, at 3pm** via Zoom. Please see point 9 below for more details.
 - 3.2.1. Full agenda for the meeting on the Faculty Senate web page: <http://www.gmu.edu/resources/facstaff/senate/>
 - 3.2.2. Zoom login information: <https://gmu.zoom.us/j/99095642601?pwd=SGxCckZpemFDR2RTUkJIMGNQOUFnZz09>
 - 3.2.3. You may also provide feedback to the COS Faculty Senators about any questions/concerns by **Nov. 15th COB** by either using the provided comment section below or emailing them individually. See the Teams doc to provide comment and/or find the list of Faculty Senator email addresses: [\[Due Nov. 15 COB\] Comment on Faculty Roles & Rewards Final Report & Recommendations.docx](#)
 - 3.3. IT Security Awareness Training Required for all Mason employees by Nov 16. On September 28, all Mason employees received notice regarding their required annual IT Security Awareness Training. Please see your email for details or go to [MasonLEAPS](#) to complete your training by Wednesday, November 16.
 - 3.4. COS Celebration of Success, Monday, December 5. Nominations are currently being accepted. Rebecca urged faculty to nominate each other and recognize people for the great work everyone is doing. Also, we must nominate our staff for the staff awards.
 - 3.4.1. [Submit nominations](#) by 11:59 p.m. on November 21. [Visit the](#)

[Celebration of Success web page](#) for a full list of awards.

3.5. Our last COS Faculty Meetings in Fall 2022, in EXPL 3301 and Zoom, is on Monday, December 12, 2022, 12:30-1:30, formally informal.

3.5.1. Rebecca suggested a potluck lunch meeting that day. If you like the idea, and are interested, please send an email to Rebecca.

3.6. Women Leaders in STEM sponsored event : Knowing and “Owning” your Worth: on November 17, 2022; 1:30 - 3:30 PM; Exploratory Hall 3301

3.6.1. Registration required; Open to everyone. More details in the links below

3.6.2. <https://science.gmu.edu/events/knowning-and-owning-your-worth>

3.6.3. <https://science.gmu.edu/about/diversity-equity-and-inclusion/women-leaders-stem>

4. Report from COS Associate Dean for Research, **Patrick M. Gillevet**

4.1. An Instrumentation Working Group is being put together to review the following

4.1.1. Instrumentation Management

4.1.2. Hire COS instrumentation manager and coordinate support team

4.1.3. Coordinate across S&T, Fairfax, PSC (Potomac Science Center)

4.1.4. Updated instrumentation inventory

4.1.5. Formal process for instrumentation requests

This will aid collaborative research. Funding is available to hire someone to manage this process. Central Management may need to be involved in solving the issue

4.2. COS Space Committee

4.2.1. Currently renovations are ad hoc

4.2.2. Develop a budget and a strategic plan, to have an appropriate budget esp. when there are new hires

4.3. Computational Working Group

4.3.1. Develop strategic plan with VPR and ORC

4.3.2. COS needs are different from other colleges

4.3.3. Mixture of Central compute, COS compute, and Cloud compute

4.3.4. Hire Research Scientist(s) to coordinate HPC

Rebecca (Ques): What are the timelines for these working groups?

Pat (Ans): The answer lies in the next part – a 10-year plan is being prepared. There was a kickoff meeting on the 9th of November 2022. The issue of coordinating with the

three campuses. Plan to have the CPC before Spring 2023. Sector study to be done is 6 months. Instrumentation working group – end of the year.

4.4. Engineering and Science Sector Study

4.4.1. New 10-year plan aligned with GMU master plan

4.4.2. Kick off meeting yesterday of Project Leadership and Steering committee

Phil (Ques): What is COS's strategy to deal with this?

Pat (Ans): We need to hire someone especially for COS to manage this.

For the Engineering sector, we can bring in expertise from outside.

Compute must be the future of research in universities. Several people on the Steering Committee includes Dean, departmental chairs, and other representatives of the departments. Discussions will be needed for each department, each research type.

People on STEARNS center are also on this committee.

We know all about who is doing computational work

External consultant has been brought in.

Phil: For any computing needs, please visit

<https://compute.science.gmu.edu/>

Pat: Critical need is finding a dedicated resource to help people who collaborate.

5. Report from COS Senior Associate Dean for Faculty and Academic Affairs, Cody W. Edwards

5.1. Priorities – Faculty Affairs – Annual Evaluation Process needs attention.

5.1.1. New system for evaluating faculty is being developed at COS level

5.1.2. Research and Teaching are two components.

5.1.3. Next cycle of evaluating faculty – Early Spring 2024. A new system in place by that time.

5.1.4. Move all evaluations to a calendar year cycle and not a fiscal year cycle.

5.1.5. Chairs and ACRs have been delegated to discuss how to evaluate research.

5.1.6. All local academic units must have a fully vetted research output by 1st April 2023.

5.1.7. For teaching – We are working towards best practices for evaluating teaching – across the universities. - Gerry Grant represents COS

5.1.8. By end of next semester (Spring 2023)– we should have processes for evaluating teaching

5.1.9. Self-evaluation is underutilized now.

5.1.10. Processes should be set in place – for new colleagues who join us.

5.1.11. Service output should also be unit specific. Guidelines from the College will be given.

5.1.12. Discussion and Questions

Larry Rockwood: One year is not an accurate time frame for evaluating research. Why can't we have a three-year period to evaluate research? Grants come and go. People are working on major publications.

Cody Edwards: Currently it is uploaded to the central point via a portal. The plan is to use Interfolio – Faculty 180 where the data is added one time, no need to fill out same data every year. So, the data is all in there. Local academic units will be charged on how to utilize the system for review.

(From chat: Ernest Barreto) In Phys/Astro - plan is to have a three-year sliding window for review

(Igor: Excellent question. It is important to have data of past performance in one place like citation index, invitation from conferences etc. Important data to have for evaluation.

Phil: External research was done for compensation study review. What is COS's stand for incentivizing research profile like School of Computing and School of Engineering, where they offer course release based on how much research grant is put in?

Cody: This is the exact reason why we would want a three-year window. COS does not currently have a process to incentivize research heavy faculty or researchers that have PhD and postdoc students. It has been discussed but there is nothing in place right now. ACRs are discussing workload policy.

Rebecca: Term faculty are also a huge workforce in the COS. Need to have term faculty in the room in the conversations to discuss workload policy. Having just ACR's discussing this is not inclusive.

Faculty handbook says that faculty must get evaluation and not just us submitting our evaluation but we are supposed to get feedback. Some of us have never received any feedback from our supervisors for years. What is the process to make sure that faculty receives feedback? How can we do better?

The process is not well defined and not consistent? Where, how, and when can we get feedback?

Several people on chat also saying the same

Cody: Right of every faculty member to receive feedback from the chair. It is absolutely clear that there should be feedback. There has been no checks for that.

Reach out to me and Myisha Washington if you have not received feedback.

Erdal Yigit: Did not know we had the right to ask for feedback. In 10 years, I have not got any feedback. What is the process for merit-based salary increase?

Dean FMW: We have instructions for merit-based salary increase. There is no process. We are well aware of this. That is why Cody and his team are working on this.

Cody: Redesigning our annual evaluation process will give chairs a process for merit-based salary increases. All these processes need to be present on the college website. We understand that it is not there. For inclusion of term faculty – we will proceed by going

back to academic units and engaging everybody. Process going forward will be inclusive. *Natalie Burls*: I joined in 2015, document was there in 2016. Excited that it is being revisited and hopeful for a fruition of the efforts.

Rebecca: Looking forward to hearing from Cody in Spring 2023

Cody: Happy to be here every time. Always around and always available. Make sure that the information is out there.

6. Report from COS Director of Student Research and Internship, **Andrea K. Cobb**

6.1. <https://science.gmu.edu/assip>

6.2. ASSIP (Aspiring Scientists Summer Internship Program) is a mentor driven organization.

It is an outreach to help high ability juniors, seniors, and undergraduates in STEM.

6.3. 1200 applicants, 26 states, 11 countries have applied in the past

6.4. Mentors in the past have found advanced skills helpful in research.

6.5. We do provide faculty with seed money

6.6. Asking mentors to nominate.

6.7. Almost 100 students are from underrepresented groups – hence ASSIP is very inclusive and equitable.

6.8. ASSIP website is the 3rd most searched website in COS

6.9. Student applications start from Thanksgiving. Faculty can have their own student as an ASSIP candidate.

6.10. Enter your contact information to express interest about the Aspiring Scientists' Summer Internship Program. Submit the secure short form at-

https://gmua1.qualtrics.com/jfe/form/SV_0Bqt841hoyUPabY

7. Report from Office of Chief Business

7.1. Introductions - new HR Director, **Myisha Washington**

7.1.1 We need to hear from you about the evaluation. Please free to connect
mwashi4@gmu.edu

7.2. Finance Director, **Jessica Rosera**

7.3. Assistant Director for post-award - **Kate Daie** - Background on the college's updated research administration structure related to the university's new research admin model; and Asst. Director for pre-award - **Jessica Hanna** (Starts - Started from 10th November 2022.) Updates on specific changes to the pre-award process.

7.3.1 Presentation attached (Appendix B)

7.3.2. SSB is handled by Andrea Nikoi and Jeanifer Tam

8. Dean's Faculty Fellow Report – **Tim Leslie**

8.1. Work on Faculty Salary structure (Appendix C)

8.1.1. Consultant hired by university. Made a pay band.

8.1.2. They took all CIP codes and identified correspondence of faculty rank and tenure status to paybands

8.1.3. The only thing coming for HR is a pay range recommendation.

8.1.4. HR distributed the faculty in various quartiles. 1st quartile being entry level and 4th quartile being long term substantive level – Ignore for now

8.1.5. Assign paybands to COS faculty ranges

8.1.6. Where do we put you in the payband? - 5% of market range for 1st 5 years; 3% of market range for years 6 to 21; 2% of market range above that.

8.1.7. This work relies on a robust Annual Evaluation process.

8.1.8. Ques: Some people come from outside. How does Mason compensate for the work done outside Mason before joining? Generally Mason does not do that?

Ans (Tim): is up to the Dean's office. As a policy, Mason has a tendency to undervalue experience in general.

Ques: Integration with Annual Evaluation is interesting. Any idea or plan to do this for previous years. People who have been performing well in research, but not considered. Is there any plan to consider

Ans: Maybe we could go back 4-5 years. Right now we are considering all are satisfactory.

Ans (Dean): The quartiles will be used. If your performance is good, you will be considered for a higher jump. Proceed judiciously. Lot of departments have underpaid staff.

9. [Final report of the Task Force for Reimagining Faculty Roles and Rewards](#), Geri Grant

9.1. Over the past fifteen months, the Task Force has identified, discussed, and solicited feedback about various models for thinking about the faculty responsibilities, contributions, and workload distributions that are needed to support Mason's dual teaching and research missions. The Task Force believes that Mason has both the opportunity and the responsibility to ensure that all faculty members are recognized, valued, and rewarded for their contributions to our institutional success.

9.2. The Task Force recommends that Mason pursue five goals:

Goal 1: *Create transparent workload guidelines that are equitable and inclusive of all faculty appointment types.*

Goal 2: *Redesign RPT guidelines that represent more inclusive frameworks for all faculty work.*

Goal 3: *Develop a strategy for implementing continuous contracts for full-time instructional and clinical faculty.*

Goal 4: *Align annual review criteria with RPT criteria and account for proportionate teaching/mentoring; research/creative work; service; and leadership/administrative duties.*

Goal 5: *Create a robust culture of faculty cohesiveness through career development for all.*

9.3. Submit comments to your COS faculty senators by **Nov. 15th COB** by either using the provided comment section in this document or emailing them individually, emails in the

doc linked here:  [\[Due Nov. 15 COB\] Comment on Faculty Roles & Rewards Final Report & Recommendations.docx](#)

10. Adjournment – 2:02 pm followed by networking for in-person attendees.

Appendix A: Attendance

In Person

Fernando Salvador Miralles
Tracy Mason
Natalie Burls
Igor Mazin
Ergal Yigit
Sarah Ward
Geri Grant
Rebecca Jones
Farah Munshi
Jessica Callus
Dale Rothman
Sanchita Pal

Via Zoom

Aarthi Narayanan
Alexandra Masterson
Alireza Ermagun
Aman Ullah
Amanda Haymond
Andre Z Clayborne
Andrea Cobb
Audrey G Kelaher
Ben Dreyfus
Brittany Lynne Sutherland
Chi Yang
Chris
Chris Lockhart
Cindy Smith
Cody W. Edwards
Daniel Hanley
David Wong
Deborah Polayes
Dmitri Klimov
Elisabeth Epstein (E Epstein)
Emily Rancourt
Ernest Barreto
Estela Blaisten-Barojas
Fadi
Fatah Kashanchi
Greta Ann Herin
Hamdi Kavak
Iosif Vaisman
Jessica Hanna
Jessica Rosenberg
Jie Zhang
jrosera
Julia Nord
Kate Daie

Kelly Knight
Kerin Balkissoon (She/Ela/Ella)
Kimberly A Rule
Konrad J Wessels
Larry Rockwood
Ling Ren
Liping Di
Lori Mandable
Mariaelena Pierobon
maryellenotoole
Matt Rice (GMU)
Michael Summers
Monique van Hoek
Myisha Washington
Patrali Banerjee
Patrick Gillevet
Paula Danquah-Brobby
Peter Plavchan
Phil
Pritha Roy
Rebecca M Jones
Rob Axtell
Ruixin Yang
Suzanne M Gantar
Tim Leslie
Tina Bell
Tracy C Mason
Wendy Lewis
William Hahn
Xiaoyan Tan
Yun Yu
Ziheng Sun

COS Research Administration Updates

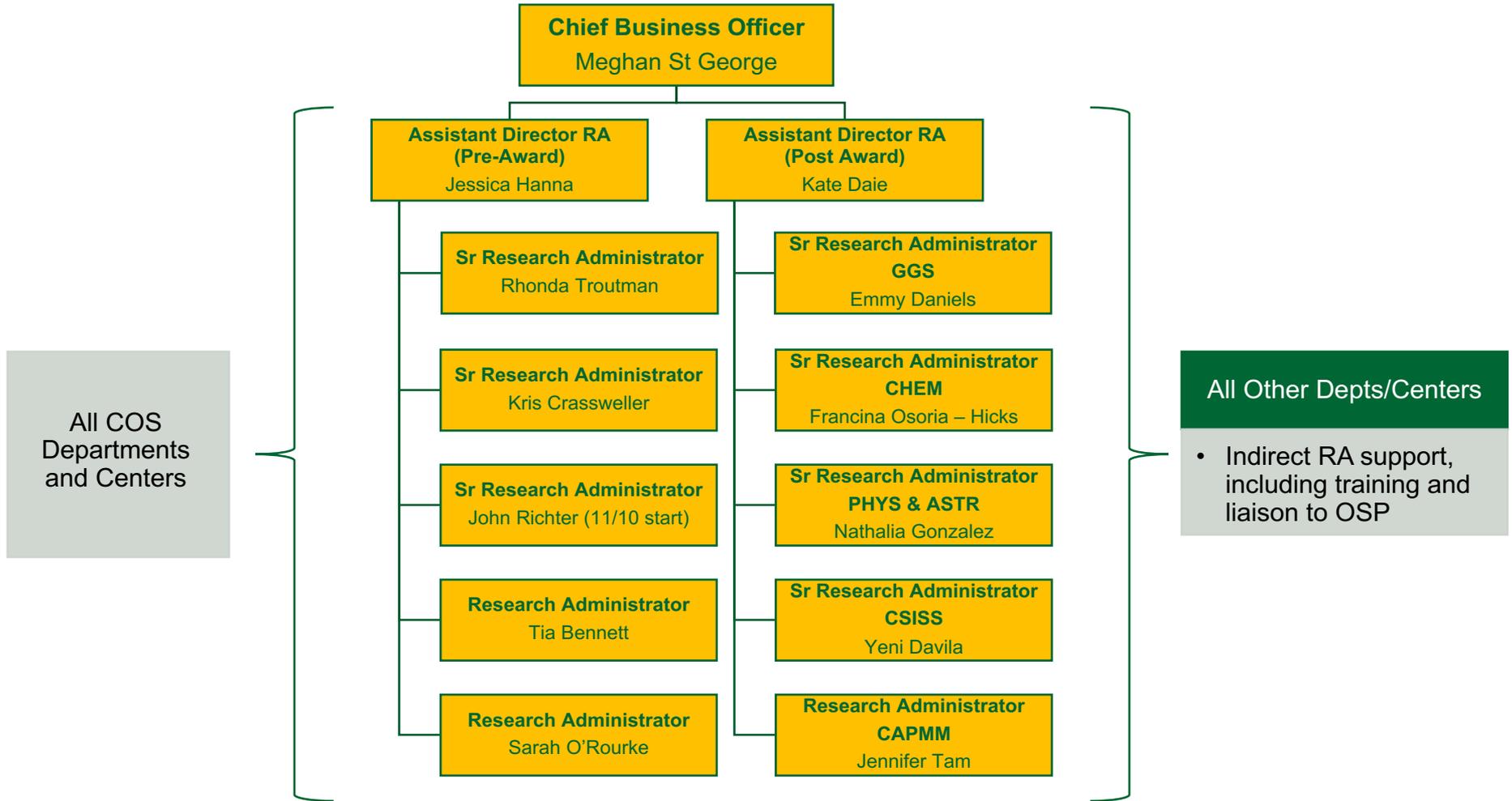
Background

- University performed assessment of research administration model in support of Mason's R1 status
- Outcome: Transition Mason to a local research administration model (consistent with R1 institutions)

What this means for COS

- Dedicated college pre-award team to support proposal development across all departments/centers
 - ***Led by Jessica Hanna, Assistant Director of Research Administration (pre-award) – effective November 10th***
- Post-award continues to be supported by department/center financial point of contact, with support from college-level post-award team
 - ***Led by Kate Daie, Assistant Director of Research Administration (post-award)***
- College pre- and post-award team members to work closely together for coordinated, full-lifecycle research administration support (i.e., from proposal to award closeout)

COS Research Administration Updates



COS Research Administration Updates

Pre-Award Process Updates

- Currently in process of hiring/training pre-award team members and transitioning all pre-award from OSP to the college
- *Anticipated* timeline to complete transition of pre-award to the college: *December 2022/January 2023*
- Communications will be sent to share updates related to the transition process, including pre-award POCs for each unit

Faculty Fellow Report

Timothy Leslie
College of Science



Caveats before we start

- Working with pieces available
- 'Market Value' is inherently squishy
- No tolerance for 'I am worth more than them' or 'they are not worth...'



Caveats before we start

- I will be vague on exactly what the targets are
- I will be vague on exact COS timing and dollar amounts



Caveats before we start

- *You are not your salary*
 - It is not your worth, it is what we pay you



Process Today

- The Key
 - Define a Target Salary

- Follow-Up Concepts
 - Salary Adjustment Process
 - Integration with Annual Evaluations
 - Counter-Offers, etc.



Previous Work

- Create Pay Bands
 - Consultant hired by Univ

Range	Min	Midpoint	Max
2	57,200	71,500	85,800
3	62,900	78,700	94,400
4	69,200	86,600	103,800
5	76,100	95,300	114,200
6	83,700	104,800	125,600
7	92,100	115,300	138,200
8	101,300	126,800	152,000
9	111,400	139,500	167,200
10	122,500	153,500	183,900
11	134,800	168,900	202,300
12	148,300	185,800	222,500
13	163,100	204,400	244,800
14	179,400	224,800	269,300
15	197,300	247,300	296,200



Previous Work

- Identify Correspondence of Faculty Rank and Tenure Status to Pay Band
 - Using the CUPA-HR data, the 60th percentile for each CIP code is identified and then a 15% geographic adjustment is added. That pay value is then compared to the set of market ranges and the closest median is selected.
- The only data coming from HR is a Pay Range recommendation
 - no salary detail is provided

Range	Min	Midpoint	Max
2	57,200	71,500	85,800
3	62,900	78,700	94,400
4	69,200	86,600	103,800
5	76,100	95,300	114,200
6	83,700	104,800	125,600
7	92,100	115,300	138,200
8	101,300	126,800	152,000
9	111,400	139,500	167,200
10	122,500	153,500	183,900
11	134,800	168,900	202,300
12	148,300	185,800	222,500
13	163,100	204,400	244,800
14	179,400	224,800	269,300
15	197,300	247,300	296,200



Expected Distributions (from HR)

1 st Quartile	2 nd Quartile	3 rd Quartile	4 th Quartile
Entry level salary for a minimally qualified candidate who is comparatively less experienced and is developing their skills, abilities and knowledge in the field.	Fully qualified to perform all duties and responsibilities of the position and has a proven record of accomplishment in their field. Progressing satisfactorily toward achieving a standard level of performance.	Highly qualified and accomplished professional with substantive experience. Possesses skills, competencies, and capabilities well beyond the minimum requirements of the position.	Long-term substantive record of accomplishments. Well established skill sets and demonstrated performance capabilities at an exceptional level.



Previous Work

- All COS Faculty in the same band
 - Unusual, yet equitable
- Assign Pay Bands to COS Faculty Ranges
 - How much for promotion?
 - Difference between tenure-stream and term?

	Tenure-Stream	Term
Instructor	N/A	X
Assistant / Sr	X+2	X+1
Associate / Master	X+4	X+3
Full / PoP	X+7	X+6
University	X+10	

Note: COS does not yet implement the Sr/Master/Professor of Practice structure for our non-PhD term faculty.



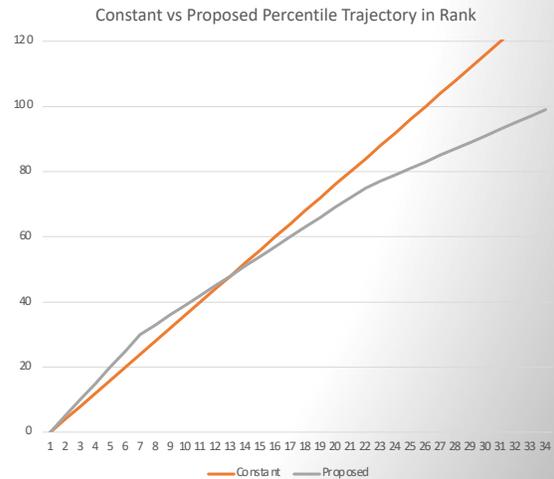
Identifying Location Within Pay Band

- Minimum Rank plus
 - 5% of market range for first five years
 - 3% of market range for years 6 to 21
 - 2% of market range every year above that (4.6% of COS Faculty)
- Strong market change in early years of rank
 - Slower increases thereafter
- Diminishing returns within rank

These are not final



- This is a flat movement, not percent
 - Percent would be 2% of current salary per year
- 40 of 235 COS Faculty are above the Year 13 break line in rank
 - Of them, 23 are Full Professors



Transition Process

- Multi-year process
 - Likely X adjustments over X+2 years
- Take available funds
 - Calculate percent of gap covered by funds
 - Adjust each individual by the percent of gap
 - Likely a 10% cap each time
- Continuous Process
 - Bands Update
 - Undefined 'every few years' by HR
 - Location in distribution changes annually or with other decisions
 - Changes in targets not necessarily aligned with state funding



Market Gaps are...?

- Tenured Full Professors
 - Those here longest have largest gaps
- For everyone else, strong encouragement to get promoted
 - Alternate process may be needed for 10+ year Full Professors

Percent of total COS Market-Based Differences (rounded)

	Tenure-Stream	Term Instructional
Instructor		5
Asst Professor	2	10
Assoc Professor	14	13
Professor	49	8
Univ Professor	0	



Integration with Annual Evals?

- Allow for increases or decreases in annual credit
 - If '2' is expected
 - 1 for below average, 3 for above, 4 for outstanding
- Multiple years of above average performance results in greater salary target
- Relies on a more robust COS Faculty Evaluation process



Premium Faculty

- Relatively easy to assign 'premium' points to a faculty member at any time
 - Recruitment OR Retention
 - Retention responses might include immediate and target adjustments
 - For strategic reasons
 - Such as: faculty that add diversity to a department
 - Initial transition plan allows for premium values to faculty above their market value



Implementations
Decisions TBD

Thank you for your contributions to GMU

Stay
Mappy

