

Task Force on Reimagining Faculty Roles and Rewards

As George Mason University approaches its 50th anniversary, Mason has grown into a university that produces BOTH world-changing research AND a top-tier, accessible, and transformational educational experience for students. To continue advancing both of these public missions and be more inclusive of the growing breadth in faculty activities, there is a need to align organizational goals, faculty contributions, and the faculty workload and rewards structure (including the processes of evaluation, contracting, and promotion).

The Faculty Senate of George Mason University charges the *Task Force on Reimagining Faculty Roles and Rewards* with undertaking the following:

1. Identify what faculty responsibilities and workload distributions are needed to support the university's dual teaching and research missions, inclusive of both tenure-line and term faculty. This process should include identifying different models and opportunities from other institutions as well as within Mason, and should consider the impact on institutional goals (e.g., instruction and mentoring; research, scholarship, and creative activities; community engagement; diversity, equity, and inclusion work; and leadership, service, and professional development).
2. Recommend next steps for what would be needed for Mason to implement a more inclusive, clearly defined organizational faculty roles and rewards model.
 - A. The Task Force shall describe the important elements of a more inclusive faculty roles and rewards structure and address the following questions:
 - i. What are the policies and procedures that would be needed to implement a more inclusive faculty roles and rewards structure?
 - ii. What opportunities and challenges are associated with adopting different models?
 - iii. Who are the relevant decision-making entities (e.g., Board of Visitors, Faculty Senate, University Standing Committees, Provost)?
 - B. The Task Force shall explore the conditions in which faculty might be able to request adjustments to their faculty contributions and workload, addressing the following questions:
 - i. How might faculty be able to move from term to tenure-line as well as research-intensive to teaching-intensive or service/leadership-intensive contributions or vice versa? Detail should be provided on how and by whom the application and the approval of such changes might be undertaken.
 - ii. How might term faculty be able to earn long-term contractual stability, such as 'teaching tenure' or evergreen contracts, in line with the "permanent or continuous tenure" called for in the AAUP 1940 Statement of Principles on Academic Freedom and Tenure¹?
 - iii. What policies and procedures would be needed to implement tenure/promotion pathways (inclusive of term faculty) for (a) teaching-intensive faculty, (b) research-intensive faculty, (c) leadership-intensive faculty, and (d) any other categories derived from the work of the Task Force?
 - C. The Task Force shall propose revisions to the rewards structure of Renewal, Promotion, and Tenure to incorporate this more inclusive vision.

3. Report to the Faculty Senate Executive Committee in late January 2022, with a subsequent presentation to the full Faculty Senate no later than March 2022.

The Task Force shall be composed of the following*:

- Chair of the Faculty Senate (co-chair);
- Associate Provost of Faculty Affairs and Development (co-chair);
- Four elected faculty, elected by the general faculty —two of which will be on tenure track contracts and two on term contracts;
- Four appointed faculty, appointed by Faculty Senate Executive Committee — two of which will be on tenure track contracts and two on term contracts;
- Two Faculty Senators, elected by the Faculty Senate - one of whom would be on a tenure track contract and one on a term contract
- One Dean (appointed by Provost);
- One Associate Dean of Faculty Affairs (or similar role, appointed by Provost);
- One representative from Research Council (appointed by Provost); and
- One Local Academic Head/Department Chair (appointed by Faculty Senate Executive Committee in consultation with the Provost)

*The overall composition of the committee MUST include representation from *at least* 8 different schools and colleges.