



Mason Korea, LLC FACULTY HANDBOOK

Adopted by the Board of Mason Korea, LLC, on June 28, 2023

George Mason University Mission Statement

(As stated in the George Mason University Faculty Handbook)

A public, comprehensive, research university established by the Commonwealth of Virginia in the National Capital Region, we are an innovative and inclusive academic community committed to creating a more just, free, and prosperous world.

Approved by the Board of Visitors on March 20, 2013.

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Preface to the Handbook

George Mason University (the “University”) operates a campus in the Republic of Korea (“Mason Korea”) with the assistance of Mason Korea, LLC (“MK”) a Virginia limited liability company of which the University is the sole member. MK is a not-for-profit limited liability company and is registered to do business in Korea.

This Mason Korea, LLC Faculty Handbook (the “Faculty Handbook” or the “Handbook”), is an employee handbook approved by the Board of Managers of MK (the “Board”). The Handbook defines and describes the conditions of employment for faculty who are employees of MK (“MK Faculty”). Because MK operates in the Republic of Korea, employees of MK are also governed by the MK Rules of Employment (Faculty and Staff) (the “Rules of Employment”), as that document is adopted and amended from time to time by the Board. This Handbook supplements the Rules of Employment; in the event of a conflict between the Handbook and the Rules of Employment, the Rules of Employment shall govern.

Nothing in this Handbook shall be interpreted as creating any right or benefit which is contrary to any applicable law, policy, rule or regulation of the Republic of Korea. This Handbook only applies to MK Faculty. This Handbook does not apply to employees of George Mason University; conversely, the George Mason University Faculty Handbook does not apply to MK Faculty.

This Faculty Handbook, along with the Rules of Employment, governs the employment relationship of individual MK Faculty members. MK Faculty are responsible for reading the Faculty Handbook and the Rules of Employment, as they are amended from time to time, and to be aware of their contents.

The Board may revise the Handbook from time to time. The Board will consider changes made to the George Mason University Faculty Handbook in making revisions to this Handbook. The Mason Korea Campus Dean (the “Dean”) is responsible to electronically publish the current version of the Handbook. When a policy or procedure described in this Handbook is subject to alternative interpretations, the Board’s interpretation of the Handbook is final.

As of the date of the adoption of this edition of the Handbook, all prior policies with respect to matters covered herein are superseded.

I. UNIVERSITY AND MASON KOREA CAMPUS ORGANIZATION

A. George Mason University

George Mason University (the “University”) is organized as described by law, University policy, and the George Mason University Faculty Handbook.

B. Mason Korea Campus

The University operates a campus in the Republic of Korea (“Mason Korea”). The University is approved by the Korean Ministry of Education to operate as a foreign educational institution in the Republic of Korea, and the University grants degrees for students at Mason Korea. For organizational purposes, Mason Korea is considered a college/school, as that term is used in the George Mason University Faculty Handbook, but has no academic departments, and is not a Local Academic Unit of the University.

C. Campus Dean of Mason Korea

The Campus Dean of Mason Korea (the “Dean”) is appointed by the President of George Mason University to oversee the operation of Mason Korea. The Dean serves at the President's pleasure, and reports to the Provost of George Mason University. The Board of MK also directs and appoints the Dean to perform certain functions for the Board, including certain personnel functions, subject to revision by or approval of the Board.

D. Mason Korea Faculty Assembly

The Mason Korea Faculty Assembly (“Faculty Assembly”) is an unincorporated association composed of: (1) MK Faculty; and (2) employees of other institutions, including the University, who teach at Mason Korea. Under the Charter of the George Mason University Faculty Senate, the Chair of the Faculty Assembly is a non-voting member of the George Mason University Faculty Senate. The Faculty Assembly operates independently of any supervision or control by the Board. The Faculty Assembly are consulted and provide recommendations on key questions of governance of Mason Korea.

II. MASON KOREA, LLC ORGANIZATION

A. Mason Korea, LLC

The University operates Mason Korea with the assistance of Mason Korea, LLC (“MK”) a Virginia limited liability company of which the University is the sole member. MK is a not-for-profit limited liability company and is registered to do business in Korea.

B. The Board of Managers of Mason Korea, LLC

The Board of Managers of MK (the “Board”), governs the operations of MK.

C. Faculty Organization

MK Faculty are also appointed by George Mason University as “Affiliate Faculty Members”, as that term is defined in the George Mason University Faculty Handbook.

MK Faculty are assigned to one or more Local Academic Unit(s), as that term is defined in the George Mason University Faculty Handbook, in the University, and they are also assigned to Mason Korea. The degree to which MK Faculty also participate in the governance of the LAU to which they are assigned is determined by that LAU.

Although they are not employed by the University, the University permits full-time term MK Faculty to participate as members of the University's General Faculty, and in institutional governance of the University, through their Affiliate Faculty Member role in the Local Academic Unit to which they are assigned. MK Faculty have the same voting rights in matters of the General Faculty as faculty who are employed by George Mason University.

III. FACULTY PERSONNEL MATTER

A. Faculty Appointments

This section defines each type of employment contract ("appointment") offered to MK Faculty. Employment decisions are made by the Board, in consultation with the Dean.

1. Term Appointments

Full-time MK Faculty are known as Term Faculty. Term Faculty whose assignments focus primarily on teaching are appointed as instructional faculty. Term faculty whose assignments focus primarily on research are appointed as research faculty. Term faculty whose assignments focus primarily on clinical practice are appointed as clinical faculty. While term faculty may identify with a primary focus, their assignments may include a blend of teaching, research, service, clinical practice, administrative, or leadership responsibilities that go beyond the boundaries of their primary focus. The faculty member's specific responsibilities will be stipulated in the appointment contract or assignment letter.

Instructional term faculty with the terminal degree may hold one of the following ranks: Instructional Assistant Professor, Instructional Associate Professor, or Instructional Professor. Research term faculty with the terminal degree may hold one of the following ranks: Research Assistant Professor, Research Associate Professor, or Research Professor. Clinical term faculty with the terminal degree may hold one of the following ranks: Clinical Assistant Professor, Clinical Associate Professor, or Clinical Professor. Research Faculty may hold one of the following titles: Research Instructor, Research Assistant Professor, Research Associate Professor, or Research Professor.

Instructional term faculty without the terminal degree may hold one of the following ranks: Instructor, Senior Instructor, Master Instructor; or Professor of Practice. Clinical term faculty without the terminal degree may hold the rank of Clinical Instructor, Clinical Senior Instructor, or Clinical Master Instructor. Research term faculty without the terminal degree are Research Staff.

Term faculty appointment contracts are issued for a single-year or for multiple years, up to a maximum of 5 years. For initial appointments, the maximum contract length for assistant professors is three years and for associate and full professors it is five years. Faculty on multi-year contracts normally hold a terminal degree, as defined by standards in the discipline. Exceptions to either contract length or terminal degree requirements must be approved by the Provost.

Term Faculty on single-year appointments whose permanent employment is with another organization hold title with the prefix of "Visiting."

Contracts automatically expire at the end of the contract period, and although a faculty member may be reappointed, there is no guarantee or right to reappointment from one contract to the next, whether single-year or multi-year.

Term faculty are eligible to be considered for promotion in rank, normally after five years of service.

2. Term Faculty who are Permanent Residents of Korea

Under the laws of the Republic of Korea, and depending on individual circumstances, Term Faculty without terminal degrees who are also F-4, F-5, or F-6 visa holders (permanent resident of Korea who have an indefinite period of stay) may be entitled to an indefinite period of employment. Such employees are governed by the Rules of Employment required for Mason Korea.

3. Part-Time Appointment

MK Faculty who are appointed to less than full-time positions are called part-time faculty. Their assignments may include research, service, clinical practice, administrative program development, or instructional responsibilities that go beyond the boundaries of specific courses. Part-time term faculty positions are governed by the same appointment, rank, and title requirements as full-time term faculty positions. The Provost is the final approval level for part-time faculty appointments. Part-time faculty are not voting members of the General Faculty.

4. Adjunct Appointment

Adjunct Faculty are employees appointed to fulfill the teaching and advising responsibilities associated with a specific course (or a set of specified courses) in a specific semester.

Adjunct Faculty are not voting members of the General Faculty and are not covered by the provisions of this Handbook.

B. Description of Faculty Ranks

MK Faculty are either appointed or are promoted to an academic faculty rank. Appointments should be made at the appropriate rank and account for years of professional, teaching, or other experience as judged by the appointing local academic unit and subject to the approval of the Dean and Provost.

Full-time MK Faculty are assigned one of the following ranks:

1. Instructor

An instructor must hold a master's degree or equivalent academic and/or professional qualification.

A senior instructor must demonstrate at least high competence in the primary area (instructional, research, or clinical), and evidence of service. New appointees must demonstrate equivalent qualification.

A master instructor must demonstrate genuine excellence in the primary area (instructional, research, or clinical), and evidence of continuing service. New appointees must demonstrate equivalent qualification.

Instructors may be promoted to Senior Instructor and Master Instructor by meeting the Mason Korea promotion guidelines and those from the local academic unit.

2. Assistant Professor

An assistant professor normally holds the terminal degree in the discipline or field and gives promise for making significant contributions to teaching, research, scholarship, creative work, and/or clinical work.

3. Associate Professor

A MK faculty member must meet the University's established criteria for advancement to the rank of associate professor as specified in Promotion and Criteria for Evaluation of Term Faculty. New MK faculty who are appointed to the rank of associate professor must have demonstrated equivalent qualifications that meet local academic unit and Faculty Handbook criteria for the rank.

4. Professor

A faculty member must meet the University's established criteria for advancement to the rank of professor as specified in Promotion for Term Faculty. New faculty who are appointed to the rank of professor must have demonstrated equivalent qualifications that meet local academic unit and MK Faculty Handbook criteria for the rank.

C. Recruitment and Appointment of Faculty

1. Policies on Recruitment and Appointment of Faculty

The Board has final authority over all MK Faculty personnel matters. The Board has appointed the Dean to manage certain personnel matters, including the hiring of faculty. MK Faculty are hired based upon curricular needs determined by the Campus Dean.

All employees, including MK Faculty, are responsible for complying with all visa and immigration requirements of the Republic of Korea, and each employee's continued employment is conditioned upon their meeting all legal requirements to reside and work in the Republic of Korea.

Term Faculty offer letters state the type and length of appointment, and the focus of the appointment (instructional, research, or clinical). Term Faculty may also be assigned certain specific administrative or service functions.

2. Length of Appointment

Term Faculty contracts are for a 12-month period, for either one-year or multi-year terms. Term Faculty contracts may be for a period of less than 12 months, at the discretion of the Dean and as permitted by law and policy.

Term Faculty may be offered single-year or multi-year contracts up to a maximum of 5 years. A Term Faculty member's initial appointment may not exceed one year.

Term Faculty may only be offered multi-year contracts with the approval of the Provost. Provost approval is not required for single-year contracts.

Contracts automatically expire at the end of the contract period, and although a faculty member may be reappointed there is no guarantee or right to reappointment from one contract to the next, whether single-year or multi-year.

3. Initial Hiring Procedures

MK Faculty are ordinarily hired as a result of a competitive search process. A search committee is ordinarily formed with: (1) one faculty member who teaches at Mason Korea, from the applicable curricular area of Mason Korea; (2) two University faculty members designated by the LAU for that position; and (3) a chairperson appointed by the Dean. The search committee evaluates the qualifications of candidates and makes a recommendation to the Dean. The Dean reviews the recommendation and makes the final hiring decision.

On rare occasion, MK Faculty are hired without conducting a search process, in

situations such as: (a) the candidate has already established a national/international reputation, the program has a unique opportunity to appoint the candidate, and the area of specialization complements those of faculty already in the program; (b) the candidate is a spouse or partner of a candidate being appointed through competitive search procedures; or (c) when classes must be staffed immediately due to unexpected circumstances. The Campus Dean, with the concurrence of the Office of the Provost, is authorized to grant that exception.

4. Reappointment

The terms “reappoint” or “reappointment” mean offering a Term Faculty member a new contract for an additional term, which may include the same or different duties and responsibilities.

Term Faculty members are evaluated for reappointment by the Dean in accordance with the current published Annual Review Procedures and Criteria, in collaboration with the LAU in the discipline in which the faculty member teaches. Based on that evaluation, and on programmatic needs, the Dean makes the decision of whether or not to reappoint. Reappointment to a multi-year contract is subject to approval by the Provost.

Following three one-year appointments with satisfactory performance evaluations in all years, Term assistant professors and instructors may be reappointed for a term of one to three years, and Term associate and full professors may be reappointed for a term of one to five years.

The decision of whether to reappoint, and the length of an appointment term, is based on the recommendation of the Campus Dean and approved by Provost for multi-year appointments.

Term Faculty on single-year contracts will be evaluated annually for reappointment. Term Faculty on multi-year contracts will be evaluated for reappointment during the final year of their contract appointments.

The Dean will notify the Term Faculty member of the decision. The Dean will notify instructional Term Faculty members in writing, usually no later than 3 months prior to the last day of the term of their initial contracts, and usually no later than 5 months prior to the last day of the term of subsequent contracts.

5. Promotion

A Term Faculty member may be considered for promotion after a certain period of service, typically 5 years for Tier 1 (from Assistant to Associate, or from Instructor to Senior Instructor) and 6 years for Tier 2 (from Associate to Professor, or from Senior Instructor to Master Instructor). Promotion is independent of the term of appointment

and may occur within the term of appointment.

The process for promotion, and criteria for promotion, are set forth in the Mason Korea Term Faculty Evaluation and Promotion Guidelines, as those guidelines are adopted by the Dean, and as may be amended from time to time.

Term Faculty may only be promoted with the approval of the Provost.

D. Criteria for Evaluation of Term Faculty

Recommendations on changes of faculty status are in large measure a MK faculty responsibility. The MK faculty's role in these personnel actions is based upon the essentiality of its judgment to sound educational policy, and upon the fact that scholars in a particular field have the chief competence for judging the work of their colleagues. An additional reason for the faculty's role in these matters is the general competence of experienced faculty personnel committees with a broader charge that encompasses the evaluation of teaching and service. Implicit in such competence is the acknowledgment that responsibility exists for both adverse and favorable judgments.

MK Faculty are evaluated when they are candidates for a change in faculty status: reappointment or promotion. Candidates will be evaluated in light of the missions of the University which are teaching; research and scholarship, both theoretical and applied; and service. Only these criteria, as developed and published by the local academic unit and Mason Korea, and approved by the Provost, may be used in evaluations of MK faculty. Peer review plays a central role in the evaluation of individual achievement in each of these areas. The primary consideration in the evaluation of MK faculty achievements will be the extent to which these continue to improve the academic quality of the University.

MK Faculty are not expected to have equal commitment or equal responsibilities in each of these areas. Levels of expectation will vary with the type of decision.

Initial term appointments will, to some extent, recognize perceived potential rather than achievement. Reappointment or promotion in rank will be based on achievement rather than potential.

Term faculty candidates for promotion to associate professor or to senior instructor must demonstrate at least high competence in the primary area (instructional, research, or clinical). They must also show evidence of service. The standards that must be met in the primary area and in service are developed by the LAU and Mason Korea and approved by the Provost.

Term faculty candidates for promotion to professor or to master instructor must demonstrate genuine excellence in the primary area (instructional, research, or clinical).

They must also show evidence of continuing service. The standards that must be met in the primary area and in service are developed by the LAU and Mason Korea and approved by the Provost.

All evaluations should consider the candidate's adherence to professional ethics.

1. Teaching

Effective teaching is demonstrated through a combination of course and curricular materials, learning outcomes, assignments, and assessments designed to promote student learning; through review of those materials, outcomes, assignments, and assessments by knowledgeable peers and colleagues; through student evaluations of their learning experiences; and through engaging in professional/teaching development activities.

Examples of contributions to teaching include:

- Development and implementation of new courses, curricula, and programs (face-to-face, online, or hybrid);
- Use of research-based, innovative, inclusive, and/or high-impact teaching and assessment practices;
- Development of instructional materials, including appropriate use of emerging and digital technologies;
- Training and supervision of teaching (graduate) and/or learning (undergraduate) assistants;
- Course coordination for courses with multiple sections;
- Mentoring students, both undergraduate and graduate;
- Clinical and field supervision of students;
- Student academic advising;
- Mentoring faculty colleagues;
- Participating in educational development activities to strengthen knowledge, skills, and/or abilities.

2. Research and Scholarship

Scholarly achievement is demonstrated by original contributions to the advancement of the discipline/field of study, or to the integration of the discipline with other fields, or by the application of discipline- or field-based knowledge to the practice of a profession.

Examples of evidence for research and scholarship include:

- Publications (peer and non-peer reviewed), including journal articles, books, book chapters, monographs, etc.;
- Sponsored research activity and grant and contract awards;
- Conference and other scholarly presentations (peer-reviewed and invited);

- Original artistic work, software and media, exhibitions, and professional performances; Intellectual property, patents, and evidence of relevant entrepreneurial activities;
- Other evidence indicating scholarly recognition and reputation.

3. Service

Service, which may include leadership responsibilities, is demonstrated by MK faculty participation in governance, and operational or development activities at Mason Korea, the University, or the profession. Required service at Mason Korea includes, but is not limited to, such activity as attendance at MK faculty meetings. Other examples of service are described in the Mason Korea Annual Evaluation Guidelines, but include student advising, developing or supporting co-curricular experiences for students, and mentoring colleagues.

Professional service is demonstrated by contributions to recognized societies and associations that promote research and scholarship and by consultancies and cooperative projects that make the MK faculty member's discipline or field-based knowledge and skills available to individuals, groups or agencies outside the University.

Leadership is demonstrated by making significant and consequential contributions to Mason Korea, the University, professional societies and associations, and local/regional/national/international communities. Examples include, but are not limited to, chairing or co-chairing MK committees; leading and/or actively contributing to university-wide initiatives; serving in leadership roles for professional societies and organizations; serving in significant editorial roles; leading invited or peer-reviewed workshops; leading community-based activities related in some way to expertise; and mentoring faculty colleagues in formal programs.

4. Administrative Responsibilities

Many MK faculty assume administrative responsibilities as part of their terms of employment. Evaluation of MK faculty performance of these responsibilities must be included in the annual review and any consideration of change of MK faculty status. The criteria for successful performance must be given to the MK faculty member in writing.

E. Procedures for Evaluation of Term Faculty

1. Teaching

Local academic units must regularly evaluate the teaching effectiveness of their MK faculty. In doing so, they are expected to incorporate data from both peers and students. Whatever additional methods may be used to gather information from students, the process should provide for their anonymous participation in course evaluations and should allow for comparisons among MK faculty teaching similar

courses. Peer evaluation is expected to include, at a minimum, data on the development and implementation of new courses and programs, the appropriateness of course materials currently used, the level and quality of student advising, and learning outcomes. Additional forms of peer evaluation are expected. These may include, but are not limited to, peer observation of classroom teaching, evaluations by mentors, assessments of teaching performance by colleagues, and teaching portfolios.

The evaluation process requires both quantitative and qualitative data. The methods by which such data are gathered and incorporated into the final evaluation should be well-defined and made available to those who are being evaluated, as well as to those who are using the evaluations in personnel decisions. Specific guidelines for the procedures to be used in the evaluation of teaching effectiveness will be those determined by the office of the Provost in consultation with the University Faculty Standing Committee on Effective Teaching.

2. Research and Scholarship

The systematic evaluation of a candidate's theoretical or applied research or scholarship begins in the local academic unit with a peer review of the candidate's work. In promotion cases the MK faculty will make independent judgments. The LAU may choose to consider external evaluations of the MK faculty member's work. Each local academic unit will develop its own specific guidelines with respect to the selection and use of external referees. These guidelines must be fair to all parties concerned and be publicized among the MK faculty in a timely manner.

3. Service

The evaluation of university service is based on a peer review of the MK faculty's contributions through engagement and leadership to the life and governance of the local academic unit and the larger organizational units of which it is a part. Procedures for the evaluation of external professional service and leadership are similar to those employed in the evaluation of research and scholarship.

F. Annual Evaluations of Faculty and Administrators

Universities have a long tradition of self-examination and improvement from within. That process includes the annual evaluation of MK faculty and administrators.

1. Annual Review of Faculty

All MK Faculty are evaluated annually by the Dean.

MK Faculty are evaluated on the basis of their work assignment in areas such as teaching, research and service. Evaluation is based upon the contributions of the

preceding academic year and, where applicable, the summer. Faculty are evaluated on the quality of their overall performance and in the context of their goals and assignments. The specific criteria and evaluation process are described in the Mason Korea Faculty Annual Evaluation Guidelines.

In performing the evaluation, the Dean will solicit input from the relevant LAU. While the evaluation is collaborative between the Dean and the LAU, the Dean makes the final determination.

The results of and rationale for the evaluation must be given to the MK Faculty member in writing, and MK Faculty members must be afforded the opportunity to discuss the results of the evaluation with the Dean.

The Associate Dean for Faculty and Academic Affairs will meet within two weeks with any MK faculty member who receives an overall unsatisfactory rating for the annual review. The purpose of the meeting is to establish a written Performance Development Plan (PDP) to restore the faculty member's overall performance to a satisfactory level according to the standards of the local academic unit. The meeting discussion and resulting plan will:

- Define specific measurable and objective outcomes necessary to achieve a satisfactory rating;
- Outline the activities to be undertaken to achieve the necessary outcomes;
- Set appropriate timelines for accomplishing the activities and achieving intermediate and ultimate outcomes;
- Identify institutional resources to support the PDP; and
- Include a clear statement of consequences should improvements not occur within the designated time.

If the MK faculty member's duties are modified as a result of an unsatisfactory rating, the PDP should so indicate and take into account the new allocation of responsibilities.

The PDP should be finalized within 30 days of the MK faculty member receiving an unsatisfactory evaluation and no later than the end of the semester. One copy of the PDP will be retained by the faculty member; one copy will be placed in the faculty member's personnel file Human Resources; and one copy will be submitted to the Dean. The Provost will be notified by the Dean that the faculty member was given an unsatisfactory evaluation and that a PDP was developed. If the faculty member declines to participate in formulating a PDP, the Associate Dean for Faculty and Academic Affairs will write one and give it to the faculty member and the Dean.

If the MK faculty member has made inadequate progress on the PDP or has demonstrated additional unsatisfactory performance by the end of the performance period following the unsatisfactory evaluation, this will be incorporated in the

performance evaluation for the year. If progress has been achieved according to the provisions of the PDP, an unsatisfactory evaluation for the academic year cannot be given.

Annual evaluations are the primary basis for determining merit salary increases. In making recommendations for salary increases, the Dean may take into account performance evaluations over multiple years.

2. Faculty Role in the Evaluation of Academic Administrators

Both the University Faculty Senate and the Faculty Assembly annually review the performance of senior administrators of Mason Korea, including the Dean. Those assessments are provided to the Board, and to the Provost and President of the University, which may be used in the annual evaluation of such administrators.

Senior academic administrators serve at the pleasure of the President. In reviewing their performance, the President should refer, when available, to the annual faculty evaluation of administrators, conducted under the joint auspices of the Faculty Senate and the University's Office of Institutional Effectiveness and Planning. The purposes of this annual evaluation are (i) to provide information regularly to the President and the Board of Visitors about the strengths and weaknesses of administrators as perceived by the faculty; (ii) to provide, over an extended period of time, a record of MK faculty opinion regarding the performance of administrators; and (iii) to provide individual administrators with an assessment of their performance. MK Faculty are expected to participate in the evaluation of academic administrators.

3. Annual Evaluations and the Promotion Process Have Distinct Functions.

The promotion and faculty annual evaluations processes focus on the same general criteria (teaching; research, scholarship, creative activity; and service) and should, in general, be aligned; nevertheless, they have distinct functions. Because faculty annual evaluations and promotion evaluations are distinct, it is important not to assume that faculty annual evaluation results will predict promotion outcomes at the level of an individual case.

G. Procedures for Reappointment and Promotion

Recommendations in these matters originate through MK faculty action in accordance with established procedures; are reviewed by senior academic administrators; and presented to the Board. The administration should overturn MK faculty personnel recommendations rarely, and only when it is clear that peer faculty have not applied appropriate standards, or when the University's long-term programmatic needs are an overriding consideration. Only in extraordinary circumstances and for clearly stated reasons should administrators substitute their own judgment of the value of scholarly or educational accomplishments for judgments made by MK faculty.

Reappointment and promotion are based upon an evaluation of performance over the MK faculty member's total period of service at MK. Scholarly achievements prior to joining the MK faculty weigh less heavily in these evaluations but are also considered. These evaluations differ from the annual review in their emphasis on lasting contributions, consistency of performance, and flexibility.

The terms "reappoint" or "reappointment" in this Handbook mean offering a term faculty member a contract for an additional term, which may include the same or different duties and responsibilities.

MK Faculty member duties and responsibilities that will be evaluated must be included in the appointment contract. If subsequent contracts or assignment letters are issued, the duties and responsibilities may be changed in consultation with the MK faculty member.

All MK faculty who are candidates for a change in appointment status are evaluated by faculty in the local academic unit. The processes and procedures by which they are evaluated are established by the bylaws or standing rules of the LAU and must be consistent with the procedures in the George Mason University Faculty Handbook.

For all voting that pertains to changes in appointment status, provision must be made for anonymous submission by a written or secure electronic ballot. MK Faculty members may not participate in a review of a candidate with whom they have, or have had, a family or close personal relationship or other conflict of interest.

1. Procedures for Reappointment

Term faculty will be evaluated for reappointment by following the procedures defined by the local academic unit bylaws or standing rules, which should be consistent with the procedures defined in the MK Faculty Handbook.

Term faculty on single-year contracts will be evaluated annually and term faculty on multi-year contracts will be evaluated in the final year of their contract appointment.

Instructors or assistant professors may receive a one, two or three-year reappointment. Senior and master instructors, or associate and full professors may be reappointed to contracts of up to five years. After three single-year appointments, term faculty who meet satisfactory annual performance standards will normally be recommended for a multi-year appointment. Continuing to issue one-year contracts for a MK faculty member over many years is discouraged.

Term faculty on single-year appointments are evaluated according to the Mason Korea Evaluation Guidelines and Procedures. Criteria for reappointment will focus on demonstrated performance in those areas designated in the initial and any subsequent

contract letters. Based on that recommendation and programmatic needs, the Dean will make the decision to reappoint, usually no later than 3 months prior to the last day of the initial contract, or usually no later than 5 months prior to the last day of the term of subsequent contracts.

Term faculty who are on or are being recommended for multi-year reappointments are evaluated according to the criteria and the procedures determined by the LAU and the Mason Korea Evaluation Guidelines and Procedures. Criteria for reappointment will focus on demonstrated performance in those areas designated in the initial and any subsequent contract letters. The local academic unit recommendation is sent to the Dean. Based on that recommendation and programmatic needs, the Dean will make recommendations to the Provost whether to reappoint and contract length. If the Dean's recommendation differs from that of the local academic unit, then the Dean should submit a brief justification for a different decision. All multi-year reappointments must be approved by the Provost. Any decision to reappoint a term faculty member who was previously on a multi-year contract to a single-year contract must include a written justification for the change.

Final determination on multi-year appointments for up to three (3) years are made by the Provost. Contract terms greater than three (3) years require the approval of the President or designee. Notification to term instructional faculty members will be sent, in writing, usually no later than 3 months prior to the last day of the term of their initial contracts, and usually no later than 5 months prior to the last day of the term of subsequent contracts. Notification to term research and term clinical faculty members will be sent, in writing, usually no later than 3 months prior to the last day of the term of their contracts.

2. Procedures for Promotion of Term Faculty

A term faculty member may be considered for promotion, normally after five years of service in the current rank. Term faculty who meet the LAU criteria for promotion may be considered early. Promotion may occur within the period of a multi-year contract. Upon promotion, a new contract will be issued.

Term faculty members will be considered for promotion by a local academic unit committee according to the criteria for evaluation and the procedures for evaluation. The composition of the promotion committee and the procedures used are to be specified in the LAU bylaws or standing rules.

The recommendation for promotion is sent from the LAU committee to the Mason Korea Promotion Committee. The composition of this committee and the procedures used are specified in the Mason Korea Faculty Assembly Bylaws.

The recommendation for promotion is sent from the Mason Korea Promotion Committee to the Dean. The Dean's recommendation for promotion is due to the

Provost by November 1st. By the end of fall semester (no later than December 15th), the Provost will notify the MK faculty member, in writing, of a decision with accompanying justification, whether or not to recommend promotion. Term faculty who are promoted will be announced to the Board of Visitors. Term faculty who are denied promotion are eligible to be considered for promotion in subsequent promotion cycles.

H. Policies and Procedures Relating to Termination

MK Faculty may be terminated as provided by the Rules of Employment.

1. Financial Exigency

In the event the Board of Mason Korea, LLC, resolves that Mason Korea, LLC, is in a state of financial exigency, an MK Faculty member may be terminated without cause.

In general, the term “financial exigency” is understood to mean a condition that requires the discontinuance or reduction in size of an administrative unit, project, program or curriculum due to the lack of funds available and sufficient to meet current or projected expenditures.

If it is necessary to terminate MK Faculty members in the event of financial exigency, the Board will do so in the following priority:

1. Termination of part-time faculty;
2. Termination of faculty on fixed-term appointments;

Any faculty member whose appointment is to be terminated due to financial exigency may request a hearing before the Mason Korea grievance committee. The findings of the committee will be reviewed by the Board.

2. Discontinuation of Degree Programs

Either the University or the Board may discontinue a degree program. In making the decision to discontinue a degree program, the University or the Board, as applicable, will consider the input of faculty and administration. MK Faculty who hold multi-year term appointments, and whose positions will be terminated as a result of discontinuation of a degree program, will be provided one year's notice of the decision to discontinue a program.

3. Termination of Appointment of Term Faculty Members for Cause

Termination of appointment for cause is the involuntary termination of the employment

of faculty members for reasons directly and substantially related to their professional conduct.

Adequate cause may include, but is not restricted to: (i) violations of professional ethics; (ii) inability to perform assigned duties satisfactorily because of incarceration; (iii) exploitation of the power a faculty member may have over other members of the academic community (e.g., improper sexual advances, financial reward or punishment); (iv) failure to carry out professional obligations or assigned responsibilities; (v) falsification of information relating to professional qualifications; (vi) violation of institutional rules regarding outside employment; (vii) abusive or violent conduct toward members of the university community; (viii) retaliation for exercise of free speech and/or association.; and (ix) a finding of research or scholarship misconduct ([University Policy 4007: Misconduct in Research and Scholarship](#)).

Prior to termination for cause, the Dean shall provide an MK Faculty member written notice of the intention to terminate for cause. Such written notice may be provided by electronic means (including but not limited to being sent to the MK Faculty member's electronic mail address), and shall state the reason or reasons for termination. Within 10 working days of the provision of such notice, the MK Faculty member shall be offered the opportunity to meet with the Dean, at a time specified by the Dean during normal workday hours, to discuss the termination and to hear any concerns raised by the MK faculty member. The MK faculty member may submit any written materials to the Dean prior to such meeting. Following the scheduled date for such meeting (whether or not the MK Faculty member chooses to attend the meeting), the Dean shall provide in writing the final decision of whether to terminate. Such decision shall be final. Such decision shall serve as the advance notice of dismissal specified in Article 36 of the Rules of Employment for Mason Korea.

I. Faculty Duties and Responsibilities

1. University Policies

Faculty are responsible for complying with a wide range of university policies (see University Policies: <http://universitypolicy.gmu.edu/>).

Of particular importance are:

1104 Copyrighted Materials
<http://universitypolicy.gmu.edu/policies/use-and-reproduction-of-copyrighted-materials/>

1114 Data Stewardship
<http://universitypolicy.gmu.edu/policies/data-stewardship/>

1201 Non-Discrimination Policy

<http://universitypolicy.gmu.edu/policies/non-discrimination-policy/>

1202 Sexual and Gender-Based Misconduct and Other Forms of Interpersonal Violence

<http://universitypolicy.gmu.edu/policies/sexual-harassment-policy/>

1203 Non-Discrimination and Reasonable Accommodation on the Basis of Disability

<http://universitypolicy.gmu.edu/policies/non-discrimination-and-reasonable-accommodation-on-the-basis-of-disability/>

1301 Responsible Use of Computing

<http://universitypolicy.gmu.edu/policies/responsible-use-of-computing/>

1406 Environmental Health and Safety

<http://universitypolicy.gmu.edu/policies/environmental-health-and-safety/>

4007 Misconduct in Research and Scholarship

<http://universitypolicy.gmu.edu/policies/misconduct-in-research-and-scholarship/>

4001 Conflict of Interests

<http://universitypolicy.gmu.edu/policies/financial-conflicts-of-interest-in-university-contracts-with-businesses-under-virginia-law/>

2. Professional Ethics

MK Faculty are expected to meet the same ethical standards as those required of faculty employed by the University. In addition, MK Faculty must adhere to the ethical standards of their respective professions. Unethical or unprofessional conduct may include, but is not limited to, repeated instances of workplace bullying, intimidation, harassment, verbal abuse, sabotage, and threatening behavior.

Allegations of unethical or unprofessional conduct by MK Faculty may be brought to the attention of the Provost, the Dean, or the Title IX coordinator in the Office of Diversity, Equity, and Inclusion, if appropriate.

3. Faculty Work Assignments

MK Faculty are contractually bound to adhere to MK and University policies. Faculty are expected to perform their assigned duties, including those specified in their position description, with diligence and high competence.

Faculty work assignments include some combination of teaching, service, and sometimes research and scholarship. The Dean is responsible for determining each MK Faculty member's position description, which may include teaching and service, and

sometimes research and scholarship.

Faculty may grieve work assignments with the Mason Korea Grievance Committee.

4. Faculty Absences from Class

Except for sudden illnesses and other emergencies, MK Faculty members must arrange in advance for absences and notify the Mason Korea Associate Dean for Academic Affairs. MK Faculty members must arrange for qualified colleagues to assume their duties temporarily. In emergencies they should make every effort to notify promptly class members, the Mason Korea Associate Dean for Academic Affairs and/or the Dean as soon as practicable.

5. Faculty Responsibility Under the Honor Code

Since the founding of the University, the University Honor Code has been and remains a part of the educational process at the University. Although students are primarily responsible for preserving and enforcing the code, University faculty and MK Faculty share common interests with the students in matters of academic integrity.

MK Faculty are expected to have a strong commitment to the Honor Code, and to support and to encourage students in their pursuit of its goals.

6. Outside Employment and/or Business Interests

MK encourages MK Faculty members to keep abreast of developments in their disciplines and to gain practical experience in their fields. In many instances, consulting work affords excellent opportunities for MK Faculty to improve themselves professionally and to bring added prestige to them and to the University. MK and the University looks favorably on appropriate consulting work by MK Faculty members insofar as it does not interfere with full, proper, and effective performance of regular duties and responsibilities.

Outside employment and paid consulting by MK Faculty cannot exceed the equivalent of one day per work week without written authorization from the Dean. MK Faculty may be required to document outside employment to ensure compliance with these requirements. Although MK Faculty are employees of MK, they consult as private individuals, and neither MK nor the University is responsible for their work outside the University. When consulting, MK Faculty members should take care to preserve the distinction between projects undertaken through individual initiatives and projects sponsored or officially sanctioned by MK or the University. Outside business interests must not violate MK policies regarding conflict of interests.

MK Faculty members may use MK facilities, equipment, supplies or computer time in their consulting only after obtaining the approval of the Dean. Faculty must also secure approval of the Dean before using MK resources to support the activities of professional organizations.

7. Full-Time Faculty Teaching at Other Institutions

Full-time MK Faculty are expected to teach their assigned course loads unless they are granted release time for research, administrative and service functions or "buy down" their effort through sponsored program activities. This precludes teaching as "instructor of record" for another educational institution during the academic year (exceptions require the permission of the Dean). Full-time faculty who are teaching part-time at another institution may not at the same time teach overload courses.

This policy does not pertain to summer employment.

Requests for exceptions, generally for reasons of professional growth, must be submitted well in advance to Dean. Approval, if granted, will normally apply only for one or two semesters. Approval would be made with the understanding that the outside teaching effort does not compromise the faculty member's professional responsibilities to MK or Mason Korea or the University or create a conflict of interest.

8. Temporary or Short-Term Relief of Faculty from Duties and Responsibilities

Preserving the safety and well-being of students and employees is a paramount concern. On occasion an MK Faculty member may be unable to carry out their duties or responsibilities, including classroom instruction. If at any time the Dean determines that an MK Faculty member is reasonably unable to perform their job duties as written in their contract or employment and/or position description, the Dean may immediately relieve the MK Faculty member of their duties, including exclusion from the classroom, until such time as they can reasonably re-assume them. Reassumption of duties may entail a reassignment of primary duties and responsibilities within MK, the LAU, or the University.

Unless waived by the faculty member, the Mason Korea Grievance Committee will be convened within three days after the MK Faculty member was relieved of duties. The Mason Korea Grievance Committee will conduct a brief but careful, confidential, and thorough examination of the case and shall report within three days to the Dean. Should the Grievance Committee's findings not support the relief of duties, the Grievance Committee shall also report its findings to the LLC Board of Managers and the chair of the Faculty Assembly. The Board has the final responsibility for the decision to remove a faculty member from their duties at Mason Korea.

J. Faculty Rights and Privileges

1. Academic Freedom and Civil Liberties

One of the vital activities of a university is the critical examination of ideologies and institutions. It is essential that faculty members have the right to express their views and the University and MK are committed to upholding the principles of academic freedom to protect the expression of MK Faculty members without fear of censorship or retaliation. For purposes of this Handbook, academic freedom is defined as:

the right to unrestricted exposition of subjects (including controversial questions) within one's field and professional obligations, both on and off the campus, in a professionally responsible manner; and the right to unrestricted scholarly research and publication within one's field and professional obligations, in a professionally responsible manner within the limits imposed by the resources of the institution.

MK Faculty members enjoy the same civil liberties as other citizens. In the exercise of their civil liberties or academic freedom, MK Faculty have an obligation to make clear that they are not representing MK, Mason Korea or George Mason University. All employees have an obligation to avoid any action which appears or purports to commit the institution to a position on any issue without appropriate approval.

MK Faculty personnel actions, including initial appointment, reappointment, annual performance evaluations, and promotion will not be affected by considerations such as the exercise of academic freedom and civil liberties.

2. Grievances

1) Policies Concerning Grievances

This section does not apply to the resolution of (1) research and scholarship misconduct allegations; (2) allegations of discrimination or retaliation for participating in the investigation of or filing an allegation of discrimination; or (3) alleged violations of academic freedom related to reappointment, promotion or tenure.

As an international branch of the University, Mason Korea has established a standing grievance committee charged to investigate internal grievances concerning (i) alleged violations of academic freedom; (ii) other conditions of employment, such as work assignments, salaries, facilities, and support services (except for grievances related to Discontinuation of Degree Programs and Termination for Cause); and (iii) charges of unprofessional or unethical conduct brought by one faculty member against another.

The Mason Korea Grievance Committee has been established by the Faculty Assembly, at the request of the University and the Board. The Mason Korea Grievance Committee, consisting of 3 members, two elected by the faculty assembly and one appointed by Associate Dean for Faculty and Academic Affairs, is authorized by the University to hear grievances brought by faculty members employed by the University, and similarly authorized by the Board to hear grievances brought by faculty members employed by Mason Korea.

Grievances against academic administrators at or above the level of Dean are heard by the University Grievance Committee, as those terms are defined in the George Mason University Faculty Handbook.

- a) If the grievance is against the Dean, the committee's recommendation is forwarded to the Provost, whose decision is final.
- b) If the grievance is against the Provost, the committee's recommendation is forwarded to the President, whose decision is final.
- c) If the grievance is against the President, the committee's recommendation is forwarded to the Rector of the Board of Visitors, whose decision is final.

The Mason Korea Grievance Committee is responsible to establish and publish its grievance procedures; the procedures may be different for employees of the University and for employees of MK. Upon receipt of a grievance that includes an allegation of violation of any applicable law, or discrimination in violation of any applicable law or University or Board policy, the grievance hearing shall be held in abeyance until the Office of Diversity, Equity, and Inclusion has investigated the allegation and has submitted a report to the committee.

IV. FACULTY COMPENSATION AND BENEFITS

A. Faculty Salaries

MK attempts to be as competitive as possible in its recruitment and retention of MK faculty. The differences that are found among disciplines and departments with regard to salary ranges within a given academic rank partially reflect supply and demand in the marketplace.

B. Salary Increases

Subject to the availability of funding, salary increases are made annually. After reviewing the recommendation by the Annual Review Committee elected by the faculty, the Dean determines any annual salary increase, and confirms this to the faculty member in writing.

Because annual evaluations are the primary basis for determining merit-based salary increases, the Annual Review Committee will include the MK faculty member's performance evaluations over multiple years in making a recommendation if salary adjustments were not made in the preceding year(s).

MK Faculty members who are dissatisfied with a salary increase normally seek recourse from the Dean. If dissatisfaction persists, grievance procedures outlined may be followed.

C. Summer Salary

Mason Korea offers one summer session. Full-time MK Faculty members assigned to teach a summer course shall be paid 3.33% per credit hour (10% per three- credit course) of their salary. If a course is valued at a higher or lower amount for workload purposes during the academic year, the summer payment will be assigned by the office of the Dean accordingly. Every full-time MK Faculty member who wishes to teach in the summer shall be afforded an opportunity to teach one 3-credit course (or equivalent) at 10% of their annual salary, assuming they are qualified to teach the course and that the course meets minimal enrollment criteria and appropriate scheduling, curricular, and pedagogical needs. Summer teaching is optional, and in no case may it be required of an MK Faculty member.

D. Salary Matrix

Most adjunct faculty and full-time MK faculty teaching overload courses are paid on the Mason Korea salary matrix. MK Faculty in highly competitive areas of instruction may be paid above matrix rates. These exceptions are considered on an individual basis and in light of the prevailing job market.

E. Faculty Development

The quality of the institution depends on the vitality of its faculty. MK Faculty members have a responsibility to continue to grow as scholars and educators so that they remain contributing members of the intellectual community. MK recognizes its responsibility to foster faculty growth by providing a variety of opportunities for professional development. These may include, among other opportunities, study leaves, opportunities to consider new approaches to teaching and the assessment of teaching (e.g., portfolio development), and assisting faculty with the application of new technologies to instruction.

F. Leave Program for Instructional Faculty

The purpose of this leave program is to support professional development initiatives designed to advance scholarly research, teaching, and/or creative activity, including the

development of innovative teaching approaches and methods. At Mason Korea, the Faculty Study Leave allows for faculty to be relieved of their teaching responsibilities and focus on professional development and scholarly activities that would support their subsequent application for Tier 2 Promotion (either to Master Instructor or Full Professor). Leaves are for one semester at full pay and full benefits or an academic year at half pay with full benefits (based on 50% of base salary).

MK Faculty must be on a term multi-year contract, with six years of service at George Mason University, including time spent at Mason Korea. The timing of a leave may be delayed if in the judgment of the Associate Dean for Faculty and Academic Affairs, the faculty member's services are needed for a particular semester. A MK faculty member who receives a study leave must agree to remain a full-time employee of the University for at least one academic year after the conclusion of the leave. A MK faculty member who accepts a study leave must agree to serve as a reviewer of future applications at least once.