

Administrative Policy Manual

College of Health and Human Services
George Mason University

2016

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Dear Colleagues –

Since our college was created over 10 years ago, much has changed. All of us have worked very hard to build our departments and establish new ones, to create new programs of study, and start research programs to generate new knowledge. We have striven to attract students to study with us and ultimately to work in the field of health and human services, and we have sought to make their higher education a truly transformative experience. Above all, we have aimed for excellence in all we do, every day.

Our college now is comprised of 6 academic units – the School of Nursing and the Departments of Global and Community Health, Health Administration and Policy, Social Work, Nutrition and Food Studies, and Rehabilitation Science – and 3 research centers. Ten years ago we had 6 degrees; now we have 18, including a recently approved bachelor’s degree in Rehabilitation Science, and additional programs in development. Ten years ago we enrolled about 1,400 students each year, while today that number is over 2,500. Our full-time faculty also has grown from 58 to 102, while our staff has more than doubled, from 17 to 45.

That growth has been aided by the rational creation and application of academic and administrative policies to guide our thinking and our work. We are aware of the danger of too much control of the inherent creative impulse we all possess, so we haven’t attempted to write a policy for all situations. However, we know the value and power of making routine some of the puzzles and turmoil of everyday life, and we know the importance of handling the usual frustrations of students and professors in a predictable, fair, and rational manner. Hence, we have tried to anticipate issues and questions and prepare answers ahead of time. As the hallmark of public health is prevention of disease and maintenance of health, our goal in creating this document is to maintain predictability and order and prevent disagreement and waste.

We hope you will find it useful in your work. But we are open to improvement, so please share with us any suggestions you may have.

Sincerely,

Tom Prohaska
Dean

HOW DO I...?

How do I get a key for my office? How can I improve my campus parking space? Who do I see about changing my tax status? Can I make long distance calls to support my research and teaching activities? What do I do if I suspect one of my students of cheating? Can I take courses at George Mason without paying tuition?

Whether new to the College of Health and Human Services or seasoned veterans, most of us at some time find we are unaware of how to get things done.

This manual is intended to provide basic information about the administrative policies and procedures of the college and the university. It covers all the basic tasks of getting started in a new position (office assignment, keys, parking, ID card) but also provides a great deal of guidance for more senior staff and faculty, for classroom teachers and faculty researchers.

We may inadvertently have omitted some important information, and some that is included may be out of date. If you discover errors, please let me know, and we will correct our mistakes immediately.

I hope you will find this document useful.

Frank J. Whittington
Senior Associate Dean for Academic Affairs

ACKNOWLEDGEMENT

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PERSONNEL POLICIES

Hiring

All full-time personnel action forms are initiated by the Dean's Office and carry the Dean's signature.

The University Human Resources and Payroll Departments are responsible for processing full-time personnel action forms that are submitted by the Dean's Office after a person has accepted a position.

Faculty

Upon acceptance of a position, a new faculty member must visit the New Employee Welcome (NEW) Center located in Merten Hall, Room 4135 in order to complete a packet of forms, including: a personal data sheet, a W-4 federal tax withholding form, a state tax withholding form, a certificate of non-residence in the Commonwealth of Virginia (when applicable), an Employment Eligibility Verification (Form I-9), a Conditions of Employment form, a Policy on Alcohol and Other Drugs form, and a direct deposit payroll form (online via Patriot Web). Adjunct faculty obtain this packet online from their school or department's main office but must visit the NEW Center to complete the I-9.

As a condition of employment all faculty members are required to submit prior to the first day of employment official transcripts from the institution awarding the highest degree. Faculty members whose employment requires licensure or certification also must submit a signed copy of the document as a condition of employment and must maintain current status throughout employment in the college.

New faculty also are required to attend both a university orientation session and a CHHS orientation for new faculty. Both orientation sessions (university and college) are held during the two weeks prior to the beginning of classes (schedules available from Dean's Office). Attendance at both sessions is strongly encouraged. Faculty members should not begin teaching without attending both orientations. Adjuncts with no teaching experience at Mason also are encouraged to attend these sessions.

New faculty are required to complete the Sexual Harassment training session provided by the Office of Compliance, Diversity, and Ethics. Dates of future sessions and registration instructions are available at <http://integrity.gmu.edu/compliance/sexualharassmenttraining.cfm>.

Staff

Upon acceptance of a position, the staff member must visit the NEW Center located in Merten Hall, Room 4135 in order to complete a packet of forms, including: a personal data sheet, a W-4 federal tax withholding form, a state tax withholding form, a

certificate of non-residence in the Commonwealth of Virginia (when applicable), an Employment Eligibility Verification (Form I-9), a Conditions of Employment form, a Policy on Alcohol and Other Drugs form, and a direct deposit payroll form (online via Patriot Web). Wages staff may receive this packet online from the Dean's Office or their hiring unit but must visit the NEW Center to complete the I-9.

New full- and part-time classified staff must attend a mandatory orientation provided by Human Resources and a Sexual Harassment training offered by the Office of Compliance, Diversity, and Ethics. Classified orientations are held every other Tuesday, and dates of future Sexual Harassment training sessions and registration instructions can be found at <http://integrity.gmu.edu/compliance/sexualharassmenttraining.cfm>.

Professional Licensure

All nursing faculty must present a current license to practice nursing in Virginia and in the state (or District of Columbia) in which their clinical assignment is located. Nursing faculty must give a signed copy of the current license(s) to the Director of Budget and Administration. If a current license is not held at the time of employment, a copy of the completed application and check or money order must be submitted prior to the start of classes or clinical supervision.

Professional Liability Insurance

It is strongly recommended that all faculty members in direct care roles carry personal professional liability insurance in addition to the coverage provided by the Commonwealth of Virginia.

Faculty Health Requirement

All School of Nursing faculty are required to maintain CPR certification. In addition, faculty teaching clinical courses off-campus must follow the health requirements of the host agency.

Identification Cards

Photo identification cards are obtained from the Mason ID Office in Student Union Building I (SUB I) Room 1203 at least 72 hours after all hiring documents are processed by the university. Some form of picture ID (current driver's license, military ID, visa, passport) must be presented. New faculty and new classified staff may receive their first Mason ID at the Human Resources New Employee Welcome (NEW) Center. The university assigns to all faculty, staff and students an identification number called a G-number that is printed on the identification card. The photo identification card serves as

the university library card and has many other benefits and uses. Lost or stolen cards will be replaced for a fee.

Email

A Mason NetID, or username, will be created once the university processes all hiring documents. The NetID is used for email and many other computer systems. New full-time faculty and classified staff may receive their NetID and G-number during orientation or by contacting HR or the CHHS Director of Budget and Administration. Adjunct faculty and wages staff will receive their NetID and G-number from their hiring unit. Go to <http://strongpassword.gmu.edu> to activate online accounts using the NetID and G-number, and then visit <http://Office365.gmu.edu> for email set-up instructions.

Office Space

Office space is assigned by the Dean and may be changed or rearranged depending on college needs. Offices of faculty on leave may be used in their absence.

Keys

The Director of Budget and Administration orders all office keys for full-time faculty members and staff. Each faculty and staff member is responsible for picking up and signing for keys from the campus locksmith (located in the Nottoway Annex) and returning keys when employment ends. Faculty and staff located on Democracy Lane should contact their department's administrative office for keys, building access, and other facility-related questions.

Parking

<http://parking.gmu.edu>

All faculty, staff, and students who park on property owned or operated by the university must display a valid permit or park in a visitor parking space available in the parking decks at the prevailing rates. Faculty and staff parking permits allow parking in general student lots or faculty/staff-designated lots. Parking decks generally require a special permit and an access card or payment as a visitor.

Permits may be purchased on a semester or full-year basis by mail or in person from the Parking Services Office. Pre-tax payroll deduction is available to full-time faculty and full-time staff only and can be arranged on the first day of employment at the Human Resources NEW Center as well as the Parking Services Office.

Paychecks

Salaries are paid by direct deposit on a semi-monthly basis (the first and sixteenth of every month) for classified staff and twelve-month faculty. Nine-month faculty will receive 18 deposits from September 16th to June 1st. Part-time faculty are paid seven times each semester.

Deductions must be made for federal income tax, state income tax (for residents of Virginia, Maryland, or DC), and Social Security. Payroll deductions also are required for any university and state-sponsored insurance programs elected. Optional deductions may be arranged for parking permits or other activities.

Time Sheets

Administrative, instructional, and research faculty on 12-month appointments, as well as classified staff exempt from overtime, must submit semi-monthly electronic time sheets to report their leave hours, even if no hours have been used. Nine-month faculty members do not submit electronic timesheets but must notify their immediate supervisor of all sick days used. Non-exempt classified staff record hours worked in the "Regular Earnings" section of the electronic timesheet. Wage staff must submit hours worked on semi-monthly time sheets for payroll processing.

Late submissions must be completed manually and faxed to Payroll at 3-2601 (form can be downloaded from <http://hr.gmu.edu/forms>).

Faculty Absences

Classes may not be cancelled by individual faculty members.

In the case of planned absences, it is the instructor's responsibility – in conjunction with the program director or chair – to secure an appropriate faculty substitute. A faculty member who must be absent from class or a clinical or field experience due to illness or family emergency must notify the appropriate program coordinator or department chair or director. In such unplanned absences the program director or department chair is responsible for arranging another instructor to cover the class.

Snow Policy

<http://universitypolicy.gmu.edu/policies/inclement-weatheremergency-closure/>

The Provost and/or the Senior Vice President decide whether to cancel classes or close administrative offices. Decisions on whether to close the university or to alter its schedule due to weather are based on the condition of campus roads, parking lots, and surrounding roads. Closings, delayed openings, or early closings are announced on the university website and through the Mason Alert System. Closings and delays can also

be verified by calling 703-993-1000. Every attempt will be made to announce all decisions regarding closings or late openings no later than 5 a.m.

The College of Health and Human Services adheres to university decisions regarding the cancellation of classes due to snow or bad weather. However, in the event there has been no official university cancellation of classes, faculty are expected to use good judgment in deciding whether or not to report to field or clinical assignments. If the faculty member believes that it is unsafe to proceed, the appropriate program administrator should be notified. The agencies are to be notified as soon as a decision is made. Cancellation of the field or clinical experience precludes the students from going to the agency during that day. Any missed time must be made up.

Employee Benefits

<http://hr.gmu.edu/benefits>

Consult the Human Resources website for more details about employee benefit options. Materials about benefits are provided on the first day of employment by Human Resources and discussed during faculty and classified staff orientations.

Retirement

The Commonwealth of Virginia provides a retirement plan through Virginia Retirement Services (VRS) for all full-time faculty, full-time classified staff, and part-time classified staff, effective on the employment date. VRS is a defined benefit plan with vesting at five years of service. Full-time faculty can choose between VRS and one of two vendors from the Optional Retirement Plan (ORP). The ORP has a defined contribution with immediate vesting. New faculty who do not select a retirement plan within 60 days will be irrevocably enrolled in VRS.

Supplemental Retirement Plans are available to all faculty (including adjunct faculty), staff, and non-student wage employees. The university provides a cash match of a portion of the contribution made by eligible salaried faculty and staff participating in a supplemental plan.

Leave Programs

The university observes 12 paid holidays each year: New Year's Day, Martin Luther King Day, Memorial Day, Independence Day, Labor Day, two days for Thanksgiving, and 5 days included in the winter holiday period (including Christmas and New Year's Day). Faculty and staff also may take approved time off from their positions with leave programs that include sick leave, annual leave, family and personal leave, and school assistance and volunteer leave, as well as applicable military leave. This leave must be earned before an employee may use it and may not be used in advance. Short- and long-term disability leave are offered through Virginia Sickness and Disability Program (VSDP). A waiting period is required before becoming eligible for benefits. New

classified staff are automatically enrolled in VSDP, and new faculty who enroll in the Virginia Retirement System (VRS) may choose to enroll in VSDP. An additional, optional long-term disability plan is available for all faculty and staff. Consult the Human Resources website for additional details.

Life Insurance

The Virginia Retirement System provides life insurance equal to twice the gross annual salary for natural death. This is an automatic benefit that begins at employment for full-time faculty, full-time classified, and part-time classified staff. The university pays the entire premium.

Health Insurance

The Commonwealth of Virginia provides health insurance coverage to full-time employees and part-time faculty and classified staff who work at least 32 hours a week, as well as their eligible dependents. Premiums are shared between the employee and the University and are payroll-deducted on a pre-tax basis through premium conversion. Classified employees who work a minimum of 20 hours but less than 32 hours per week also are eligible for health insurance but pay the total premium (both employer and employee portions), payroll-deducted on a pre-tax basis. All eligible employees must enroll within 30 days of employment. Employees who waive health insurance when first hired can only elect coverage under a qualifying event or during the annual open enrollment.

Employee Tuition Waiver Program

Tuition can be waived for classes taken by full-time employees, who may take up to 12 semester hours in any combination during the academic year but may not exceed 6 credit hours per semester. Check with program departments for any special restrictions on use of a tuition waiver for courses in a program. Dependents are not eligible. Part-time employees may receive a tuition waiver for up to 4 credit hours a semester during their contracted term and no more than 8 credit hours per academic year. Hourly employees are eligible for a waiver of up to 4 credit hours a semester after every 500 hours of service and may not waive more than 8 credit hours per academic year.

ADMINISTRATIVE POLICIES

College By-Laws

http://chhs.gmu.edu/about/upload/CHHS-Faculty-Bylaws_Updated-May-2014.pdf

The Bylaws of the Faculty of CHHS promote faculty participation in the governance of the college and provide for the orderly and expeditious conduct of the business of the college.

College Committees

College-Level Committees

College-level committees include Faculty Council, Curriculum, and Promotion, Tenure, and Reappointment. Details for each committee can be found in Article VI of the [CHHS Bylaws](#).

Attendance at Meetings

Full-time faculty are expected to be good citizens of their academic units and of the college. This responsibility includes attending departmental or school meetings, serving on committees, and participating in other functions as needed. Department and school faculty elect members to college and department committees in the spring of each academic year.

Committee Minutes

Minutes are kept for all standing college committee meetings. Committee chairs are responsible for giving the original copy of minutes to the appropriate individual for filing in the Dean's Office. Binders are provided for these minutes. College committees may use the "M: drive" to make minutes available electronically. Units also may opt to require committee minutes and should maintain these minutes in a location specified by the unit administrator.

Mail Service

<http://mailservices.gmu.edu>

A campus mailbox is provided to each member of the faculty and staff in their department administrative area. Trays also are available for mail pick-up of on- and off-campus deliveries. Campus mail is distributed postage-free to all parts of the university using brown, reusable envelopes. A mail-stop code must be included in all correspondence, including your incoming USPS mail address.

Postage and additional mailing services are available on the ground floor of The Hub (formerly SUB II).

Telephone Service

University numbers can be reached by dialing 3 plus the 4-number suffix (e.g., 3-1913). Local numbers outside the university may be reached by dialing 9 and then dialing the area code and entire 7-digit number. For long distance, dial 9 + 1 + (area code) + the entire 7-digit number. Long distance charges should not exceed \$8 per month per faculty member, and calls may not be made from home and billed to CHHS. Individuals taking these actions will be held responsible for charges incurred.

Voice mail set-up can be done by a faculty or staff member from the telephone assigned for their use. To listen to messages from off-campus, dial 703-993-7900 and follow the prompts. Problems with phone equipment should be reported to the CHHS Telecomm Coordinator.

Conference calls with up to five people can be made using a university phone by dialing each person and connecting them to the call. Alternatively, check with your unit's administrative assistant to arrange a phone number for participants to call to join your conference call.

Equipment

Equipment assigned for faculty and staff use remains the property of CHHS and the university. Equipment is not to be altered in any fashion and may be reassigned as needed. If necessary, laptops may be placed on loan by requesting permission from the Dean's Office, completing an Equipment Loan form and signing the laptop out from the Reston Hospital Center Healthcare Technologies Innovation Lab.

Computer Support Services

<http://itservices.gmu.edu/>

The Information Technology Services (ITS) Support Center is the first point of contact for reporting problems with computers, accounts, and networks on campus. If a problem arises, call the ITS Support Center at 3-8870 for assistance. The ITS Support Center never sends e-mails requesting log-in and password information. Faculty and staff members should be alert to "phishing" e-mails that attempt to gather sensitive information.

Duplicating / Copy Services

<http://printservices.gmu.edu>

Copy machines are available on-campus and require a copy card to use. All faculty and staff receive a copy card, and units may keep a card for adjunct use. For larger jobs, submit materials to a university copy center. The copy center on the Fairfax campus is located in the Johnson Center (Room 135).

Audiovisual Equipment

Audio-visual materials and equipment owned by CHHS are located in the Reston Hospital Center Healthcare Technologies Innovation (HTI) Lab, Robinson B470. Audio-visual materials and equipment may be reserved from the HTI Lab by emailing to the lab supervisor the dates and times for pick-up and drop-off at least two business days prior to checkout. Only full-time faculty or staff may check out equipment. Adjunct faculty must arrange to have the administrative assistant of their department reserve and pick up equipment. Students are not allowed to pick up or drop off equipment.

University equipment can be reserved online through Information Technology Services on a first-come, first-served basis for use during a class

(http://itservices.gmu.edu/services/view-service.cfm?customel_dataPageID_4609=5611). A university equipment center is located in Robinson A118. Faculty are responsible for obtaining and returning equipment and need to present their valid Mason ID in order to borrow. Loan periods are up to one day. Equipment must be returned on the same day it is borrowed. For-credit Mason classes get priority over event use. Requests for equipment for special events must be submitted to the Office of Events Management.

Requests to purchase or preview audiovisual materials (where cost is involved) must be sent to the administrative assistant of the department. Audio-visual purchases must be approved by the department head.

Security and Maintenance of Buildings

All faculty and staff are encouraged to take special care in securing both their personal items and university property. Offices should be locked when they are not occupied. Except for janitorial services, offices will not be entered without the permission of the occupant, although the Dean maintains the right to enter offices in an emergency.

Scheduling of College Conference Rooms

The following rooms may be reserved for meetings. Contact the appropriate staff member at the numbers listed below.

Dean's Conference Room – Robinson B434 – capacity: 12 (25 for presentations) – 3-1918

CHHS Conference Room – Robinson B474 – capacity: 10 – contact unit's
administrative assistant

CHPRE Conference Room – Robinson B378B – capacity: 12 – 3-9490

School of Nursing Conference Room – Robinson A355A – capacity: 8 – 3-1938

Scheduling of University Meeting Rooms

<http://scheduling.gmu.edu/25live/>

Rooms are available in the student centers and other campus buildings for meetings and events. Requests for university rooms must be submitted through the Office of Events Management using the 25Live Online Scheduling system. The events scheduling website includes information about accessing and using the scheduling system.

Travel Procedures

<http://fiscal.gmu.edu/travel/>

Requests and Approval

All travel with expenses to be reimbursed must be approved in advance by the supervisor. When travel will cost \$500 or more, includes airline travel, or lodging that will cost above the basic rate defined by the state policy, faculty or staff must estimate travel expenses on a Request and Authorization to Travel Form and submit the form to the supervisor for approval. A fiscal officer must also sign a second level of approval. This signed form must be submitted with the Travel Reimbursement Voucher.

The university's electronic travel resource, the Travel Request System (TRS) (<https://travel.gmu.edu>), is used to complete the Request and Authorization to Travel Form. Faculty and staff members must register on the TRS website for access to this tool. Failure to follow these procedures will result in faculty assuming personal responsibility for travel costs.

Reimbursement

To receive reimbursement, travelers must submit a Travel Reimbursement Voucher (prepared through TRS) to their supervisor within five days of return, accompanied by all receipts required to support the reimbursement request. The university requires original receipts for all expenses greater than \$20, except expenses that are reimbursed on a per diem basis. The per diem rate is set based on geographic location and includes cost of meals and incidentals, including transportation to where meals are taken, personal telephone calls, laundry expenses, and tips to baggage handlers and taxi drivers. Lodging reimbursement requests must be supported by an original itemized hotel bill. Other receipts required include: airline ticket and the credit card statements on which the charge appears; airline checked baggage fee; public transportation or taxi; rental car, including gasoline; parking and toll charges; business meals with outside parties; registration fees paid by the faculty or staff member.

FACULTY POLICIES

Regular Faculty

Faculty Contracts

Nine-month academic year contract dates are from August 25 through May 24. Faculty members are expected to be available to complete all assignments during this contractual period. Faculty members also must report to their department chair and be available two weeks before classes begin each new semester and should be available two weeks after classes end.

Faculty Assignments

All administrative faculty assignments and special faculty assignments are made by the Dean, and incumbents serve at the pleasure of the Dean.

Other faculty assignments will be made by the appropriate associate dean, assistant dean, or department chair for each academic unit. Faculty expertise and program needs will determine assignments.

Promotion, Tenure, Reappointment

<http://chhs.gmu.edu/about/governance/PTRManual.pdf>

The College of Health and Human Services uses a traditional two-level review process for promotion and tenure of tenure-track faculty. First-level review occurs in the candidate's academic unit. Each academic unit shall establish its own Promotion, Tenure, and Reappointment Committee. To govern the composition and work of the Committee, each academic unit must establish a set of policies and procedures related to PT&R that are consistent with those in the [University's Faculty Handbook](#) and the [College Guidelines on Promotion, Tenure, and Reappointment](#). Second-level review for promotion and tenure occurs at the college level and is managed by a College PT&R Committee that is comprised of one representative from each academic unit and governed by CHHS Bylaws and the CHHS PT&R Guidelines.

Specific guidelines for promotion of term faculty currently are under development by each academic unit. Generally, reappointment recommendations originate in the academic unit's PT&R Committee, which makes a recommendation to the unit administrator, who, in turn, recommends either reappointment or termination to the Dean of the College.

Performance Evaluations

Each faculty member is evaluated annually by his or her supervisor (normally, the department chair or school director). Evaluations will be based on the faculty member's workload agreement and overall performance and accomplishment during the previous year. Factors to be considered include, as appropriate, instructional activities

(classroom teaching evaluations, direction of student work, other instructional activities), scholarly activities (publications, papers, extramural grants, and other professional accomplishments), clinical work, and service to the college, the university, public agencies, and the larger community. Annual evaluations will inform salary raise recommendations and reappointment recommendations.

Adjunct Faculty

Appointment

Adjunct (part-time) faculty are employed by academic units for limited periods and specific tasks, usually to teach a course or two in a given semester, and are important and valued contributors to our programs. However, employment as an adjunct faculty member does not convey any commitment by the college or university for a permanent position or a position in subsequent terms, and adjunct faculty do not receive employment benefits. Each unit determines its own teaching needs and recruits and offers positions to its own adjunct faculty. Official letters of appointment are issued by the school or department within the college.

Performance Evaluations

Adjunct/Part-Time faculty are evaluated at the end of each academic term by department administrators and program coordinators. The evaluation is based upon the student course evaluations, self-evaluations by the instructor, and reviews completed by the designated evaluator for the department.

The results of and rationale for the evaluation are given to the faculty member in writing, and faculty members are afforded the opportunity to discuss the results of the evaluation with their evaluator.

This evaluation will be used to determine whether or not to hire the adjunct faculty member for the next term. Adjuncts who do not demonstrate competence in the classroom will not be rehired.

University Adjunct Faculty Guide

<http://www.gmu.edu/resources/facstaff/part-time/contents.html>

The university maintains a website of information and resources for adjunct faculty that covers employment, support for teaching, and general information.

Termination of Employment

Faculty letters of resignation must be submitted to the Dean at least one academic semester before the effective date. The faculty member is responsible for returning equipment and supplies provided by the university and for returning keys to the

campus locksmith. Forwarding address and instructions for handling mail must be given in writing to the Dean's administrative assistant.

College and University Support for Grants and Contracts

University Office of Sponsored Programs: <http://research.gmu.edu/OSP>

CHHS Office of Research: <http://chhs.gmu.edu/research>

CHHS faculty members often are engaged in research, teaching or service projects requiring external funds in the form of grants or contracts. To assist in obtaining and managing grants and contracts, Mason has a research administration infrastructure operating at university and college levels. The CHHS Office of Research works directly with individual faculty members and Mason's Office of Sponsored Programs (OSP). The Office of Research identifies potential funding sources, assists with proposal preparation, prepares project budgets, interprets sponsor guidelines, coordinates with OSP, prepares and collects letters of support, obtains required approval signatures, and assures proposal readiness for submission by OSP. The Office of Research often introduces CHHS faculty members to potential collaborating faculty members from within or outside CHHS with related research interests. When a grant or contract is awarded, an account is established for the faculty member designated as Principal Investigator (PI).

Pre-Award Support

Once a potential funding source has been identified and the application guidelines have been reviewed, the faculty member should inform the Office of Research of the intent to apply. The Office of Research will work with OSP to assign a pre-award grants administrator to the faculty member and remind the faculty member that proposals must be received by OSP no later than four days before the sponsor's deadline. OSP will obtain approval of the proposed budget by the Office of Research before submission. Each faculty member is expected to inform his/her director or department chair about plans to submit a proposal.

The primary responsibility of the faculty member will be to prepare a high quality proposal narrative in a timely manner. Reviews of proposal drafts by internal and external reviewers are encouraged and can be arranged by the Office of Research. Other details of the overall application generally will be handled by OSP and Office of Research staff. Proposal budgets typically are developed by the faculty member in consultation with OSP and the Office of Research. A primary budget concern is that it should reflect an appropriate percent of time needed by the faculty member and other personnel, including students, to carry out the proposed project during the academic year and summer months.

Direct and Indirect Costs

Proposals requesting external funding include a budget for the direct costs necessary to carry out the project, i.e., personnel, supplies, travel, and incentives. In addition to the direct costs, there will be indirect costs charged by Mason for the real costs of important research infrastructure items such as research administration, facilities, library, maintenance, computers, general equipment, communications, etc. Indirect cost is also referred to as *overhead* or, more accurately, *Facilities and Administration (F&A)*. The F&A rate is based on a negotiated agreement with our cognizant Federal audit agency, the Office of Naval Research (ONR). For Mason's current rate, refer to: <http://osp.gmu.edu/faratesfy1617/>.

Foundations and state or local agencies typically have allowable F&A rates significantly below the federal rate. If a sponsor has a stated F&A rate different from Mason's negotiated federal rate, then Mason allows the sponsor's rate to be applied to the budget (see F&A Exception Database on OSP website).

The amount of F&A approved in an award will be divided among the faculty member, his/her academic unit and dean, and the university as follows:

- 29.4% University
- 34.3% Provost
- 2% Biomedical Research Laboratory (BRL)
- 17.15% Dean
- 6.86% Dept/Center
- 10.29% PI

When faculty from two or more departments submit research proposals, they will divide the recovered F&A based on the total budgeted personnel expenses (including salary and benefits) associated for individuals in that department. Note: This means that equipment, travel, supplies, and other non-personnel expenses will not be used in calculating how F&A will be distributed to the major units.

F&A funds are to be used to support research and usually can be carried over from one budget year to the next.

Post-Award Support

While contracts and grants are officially between the university and the sponsor, the PI is directly responsible for carrying out the project activities, supervising project personnel, managing the budget, maintaining backup documentation of expenditures, submitting required progress reports, and complying with related federal, state, university, and sponsor requirements. After OSP establishes the award account, a post-award grants administrator will be assigned to the PI for most budget-related issues and problems. The Office of Research will arrange for project personnel salary and

wage payments, conduct regular budget reconciliations, request budget reallocations, process major purchases, and regularly provide the PI with an overview of budget status.

ACADEMIC MATTERS

Academic Policies

All programs of study are governed by the academic policies of the university (see University Catalog), the College of Health and Human Services (see University Catalog, CHHS section), and the individual academic unit. It is the student's responsibility to be aware of these policies and pursue her/his program of study accordingly.

In CHHS, implementation of academic policies are a joint effort of the college faculty and the Curriculum Committee. It is the responsibility of each department, program coordinator, student advisor, and faculty member to be familiar with these policies and communicate them clearly and accurately to students. Faculty are assisted by the staff of the Office of Student Affairs, directed by the Assistant Dean of Student Affairs. Many questions and issues will eventually find their way to this office, and they are charged with providing information, interpretation, and assistance to both students and faculty to support students' progress toward graduation.

While not elaborated in this manual, university policies exist governing transferring courses taken at other universities, taking part of a program as a "study abroad" experience, substitution for courses required by a program, waiver of program requirements, and many other situations. To be able to advise students and prospective students appropriately, faculty should be familiar with important deadlines listed on the university's academic calendar each semester (<http://registrar.gmu.edu/calendars/>), as well as the Academic Policies section of the catalog (<http://catalog.gmu.edu/>).

All requests by students for special academic actions must be originated by the student, including both the proper form and a written explanation or justification of the request, and they must be approved and signed by the student's advisor and department chair and by the Dean or his representative (normally the Assistant Dean for Student Affairs). No request can be processed without a written explanation attached.

Office of Student Affairs

College of Health and Human Services (CHHS)
4400 University Drive, MSN 6C4, Fairfax, VA 22030-4444
Phone: (703) 993-1901; Fax: (703) 993-3606
Campus Location: Robinson Hall B, Room 402
Contact us: chhs@gmu.edu

The Office of Student Affairs (OSA) in the College of Health and Human Services is responsible for student recruitment; undergraduate pre-admission advising; admission application processing of undergraduate BSN nursing applicants; acting as a liaison between departments and the university graduate admission office; undergraduate

orientation advisement; graduate orientation; working with the departments to assign academic advisors; dean's-level review of all academic requests and requests for exceptions to policies; degree-evaluations; record-keeping; spring awards ceremony and convocation planning.

Through individual and group advising sessions, the Office of Student Affairs assists students in meeting their educational goals and serves them in a variety of ways including program and course selection, referring academically at-risk students to the appropriate college or university resources, and teaching students to become responsible for their own academic progress. Our goals are to treat every student fairly and equitably, and to ensure the academic integrity of the degrees conferred by George Mason University.

Faculty may consult with members of the staff to clarify university policy and may refer students to the Office of Student Affairs to discuss:

- Change of major
- Exceptions to university policy (e.g., requesting a course withdrawal after the deadline)
- Academic retention standards (warning, suspension, dismissal, and academic clemency)
- Transfer of credit process
- Course substitutions and waivers
- Leave of absence
- Study elsewhere requests
- Selective withdrawal
- Applying for graduation

Forms

A form is required to initiate an academic action affecting a student's record, such as requesting a substitution course for a required course in a program, changing an undergraduate major, requesting permission to study elsewhere, or petitioning for an extension of an incomplete grade. University forms are available to students and faculty and are downloadable from the Registrar's website:

<http://registrar.gmu.edu/forms/>. The forms are presented in alphabetical order, but the list may be sorted by student type: undergraduate, graduate, or all students. After the form is signed by the academic advisor (and chair, if required by the department), it is sent to the CHHS Office of Student Affairs to be approved and recorded before being forwarded to the Registrar's Office to be processed.

Exceptions to University Policy

Students must submit the CHHS *Student Academic Request* form when requesting an exception to a university policy. This form can be downloaded from the Office of

Student Affairs website: <http://chhs.gmu.edu/students/academic-policies-and-procedures.cfm>. A request of this type might include a retroactive withdrawal request based on documented medical reasons.

Meet the Staff

Susan Swett, Assistant Dean, Student Affairs
Whitney Gaston, Director of Admissions and Advising
Valerie Bartush, Academic Advisor
Jordana Harshman, Academic Advisor
Patricia A. Tope, Office Manager
Joanne Hawk, Administrative Assistant
Kelly Benedicto, Graduate Admissions Specialist
Harvinder K. Singh, Graduate Admissions Specialist
Heather Aycock, BSN Admissions Specialist
Allison Bustria, Receptionist

Undergraduate Academic Advising

Undergraduate academic advising is shared between the Office of Student Affairs and the faculty advisors in the academic departments.

Advising begins with the freshmen and transfer orientation sessions prior to the beginning of each term, and departments are asked to send one faculty advisor to the orientation advising sessions (December and January for spring term, May through August for fall term). At orientations, the Office of Student Affairs presents the basic academic regulations of the university, introduces the students to the online degree-evaluation, and supplies the students with a four-year program plan for their major. Students have an opportunity to discuss their transfer courses and how they may meet departmental and university requirements.

Each year, the Office of Student Affairs works with the academic departments to determine the faculty advising loads and departmental advising responsibilities. Advisor assignments are listed by department on the CHHS Academic Advising website (<http://chhs.gmu.edu/students/academic-advising.cfm>).

Global and Community Health: Department faculty and Brian Gillette, academic advisor, advise juniors and seniors in their major. Freshman and sophomores are advised by OSA advisors.

Health Administration and Policy: Department faculty and Emily Kasper, academic advisor, share the HAP advisees.

Nursing: Pre-Nursing students are assigned to academic advisors in the Office of Student Affairs. Students admitted to the BSN program are assigned a specific faculty advisor in the School of Nursing depending on their pathway.

Nutrition and Food Studies: All students are advised by members of the faculty.

Rehabilitation Science: All students are advised by members of the faculty.

Social Work: Department faculty advise only juniors and seniors in their major.
Freshmen and sophomores are advised by OSA advisors.

The OSA shares advising materials and holds training sessions for faculty advisors to assist them in understanding university academic policy and in learning how to run a student's degree-evaluation to monitor progress toward degree. Best practice for faculty advisors includes: publishing office hours; contacting their advisees prior to registration periods; notifying students of semester deadlines to withdraw from a course; encouraging students to meet with them at least once a semester; keeping accurate notes on each advising session; initiating substitution/waiver forms at the time a substitution or waiver is discussed with the student; and monitoring a student's progress toward his/her degree.

Curriculum

University Catalog

<http://catalog.gmu.edu>

The university catalog is the official public record of the curriculum and academic policies and includes information about courses, programs of study, and academic units. The catalog is published in late spring and is available online; printed copies of the catalog are no longer distributed. Each catalog is a contract with incoming students and will continue to be available after a new catalog is published the following spring. An archive of previous catalogs is available through the main catalog site.

Academic units review catalog details each year and submit necessary revisions through the curriculum process according to the timeline set by the Registrar's Office. Typically, revisions must be submitted to the college curriculum committee in December in order to meet university catalog deadlines.

Proposals for New Programs of Study

Curriculum is the province of the faculty. However, development of new programs and modification of existing ones must undergo rigorous peer review beyond the departmental level by both college and university curriculum committees. Further, because expansions of the curriculum may require additional resources, each one must be reviewed and approved in advance by CHHS administration.

As the first step in developing a proposal for a new program, the unit administrator must submit to the Dean a memo outlining the content and goals of the new program; how it advances the goals of the unit and the College; and what resources will be

required to implement and sustain it over the first 3 years. The Dean's approval of the program plan is required before further development can occur.

If the Dean agrees that the program can be supported by the College, the unit should notify the College Curriculum Committee of their plan and may proceed to develop the curriculum.

When the program curriculum is complete and has been approved by the departmental faculty and the unit administrator, it should be sent to the chair of the Curriculum Committee for distribution to the committee members at least one week in advance of the committee's regular meeting.

Most proposals will require consideration at two meetings for approval. At the first meeting, the committee will identify weaknesses in the proposal and agree on revisions they require or recommend before approval. Following this meeting, the unit faculty will make revisions they deem acceptable and develop written rationales for not making those they do not accept. The revised proposal, along with rationales, if any, should be re-submitted to the committee chair at least one week prior to the next meeting, and the chair will distribute them to the committee members.

If the program proposal is approved by the Curriculum Committee, the unit will be notified and the proposal will be forwarded by the Senior Associate Dean for Academic Affairs to the Undergraduate or Graduate Council for consideration and approval.

Program proposals receiving Undergraduate or Graduate Council approval will be forwarded to the university Board of Visitors (BOV) for approval and then to the State Council for Higher Education of Virginia (SCHEV). Normally, the BOV and SCHEV approval process requires at least 4 months after submission by the Undergraduate or Graduate Council and can take much longer. If either BOV or SCHEV do not approve a proposal, it will be returned to the unit for revision and resubmission.

Academic Outreach

<http://chhs.gmu.edu/academic-outreach>

Academic Outreach (AO) provides practicing health professionals the opportunity to access higher education in the community. AO collaborates with the academic units within CHHS to offer classes in the community, allowing health professionals an opportunity to take courses near their workplace before entering an academic program. AO also partners with the academic units to provide administrative support for university-sponsored continuing education programs.

Assignment of Courses

Each department's schedule of classes is prepared by the department chair (or designee). Individual teaching assignments are made by the chair (or designee), taking

into account the needs of the department, the needs of the students, the assigned workload of the faculty member, and the preferences of the faculty member. Achieving the optimum balance of these competing interests is our common goal.

Scheduling of Classrooms

After a tentative schedule is approved by the college and the Registrar's Office, all regularly scheduled courses will be assigned a classroom by the Registrar's Office. Any requests for scheduling changes must originate with the unit administrator and must be directed to the CHHS Scheduling Coordinator, who will submit the request to the Registrar for action. The university does not permit requests for specific rooms but will attempt to fulfill requests for classrooms with particular equipment or features, depending on availability. The most desirable classrooms (in terms of size, location, and equipment) are always in short supply, and instructors may sometimes be disappointed in their assignments. Flexibility and acceptance of occasional difficult classroom conditions are always appreciated.

Book Orders

Instructors and course coordinators are responsible for ordering required and suggested textbooks and reference materials through the unit's administrator. Books may not be borrowed from the bookstore. If a desk copy is unavailable, the faculty member will be responsible for obtaining a personal copy.

Internships and Clinical Placements

Internship and Clinical Contracts

Any George Mason University student visiting or participating in the activities of an off-campus organization or agency to receive clinical training or complete an internship must be covered by a contract or letter of agreement specifying the objectives to be accomplished during the visit and the rules and conditions of the arrangement. Contracts and letters of agreement must be signed by the Dean and the agency's legal representative before the clinical experience can commence. School of Nursing contracts are kept on file in the Dean's Office, and those for other units are maintained in the department.

Observational Experiences

Observational experiences must relate specifically to the objectives of the course and are to be for no more than two clinical days per student per semester or clinical rotation. These experiences should be planned judiciously and based on written objectives shared with the agency. A designated agency representative must be able to contact the clinical instructor while students are in the agency. A letter covering the observational

experience should be directed to the agency, with a copy retained by the responsible faculty member and a copy forwarded to the office of the Associate Dean for Academic Affairs.

If a clinical section visits an agency accompanied by the clinical instructor, only a verbal agreement between the instructor and agency is needed.

Student attendance at conferences as a substitute for clinical practice should be limited and is generally discouraged. Student attendance at conferences as a substitute for a didactic class is permissible if the conference relates to course objectives. Faculty must obtain approval from their Assistant/Associate Dean or Department Chair before making any such arrangements.

Course Syllabi

The syllabus describes the course, its objectives, requirements, expectations, and methods of evaluation. It should be as complete a record of the instructor's plan for the course as possible, and it represents a contract between the faculty member and the student. The syllabus should be posted online or otherwise available to students before the first class meeting (if possible), but no later than then. Since students rely on the syllabus to guide their planning and budget their time during a semester, the schedule of classes and assignment due dates published in the syllabus should not be changed, except under extraordinary circumstances. Each syllabus should contain detailed information about several aspects of the course, especially examinations and other graded assignments, grading policy, and academic honesty. An electronic copy of the syllabus for each course taught should be given to the office of the unit's administrator for archiving.

Examinations

All examinations will be given at the times published in the course syllabus at the beginning of the semester.

Students are responsible for taking an examination as scheduled unless the instructor has given prior approval to a student to take it at another time. The instructor's permission must be given in advance of the examination, except in case of illness or family emergency.

If a student fails to appear for an examination as scheduled, it is the student's responsibility to contact the instructor within 24 hours of the missed examination. If unable to contact the instructor, the student should contact the instructor's academic unit, leaving a message for the instructor stating the circumstances of the absence and the date and time of the call.

Faculty are responsible for supervising make-up examinations. The length of time allowed will be the same as for scheduled examinations. Normally, make-up

examinations will be taken within one week of the regularly scheduled examination or before the next regularly scheduled class period.

Final Exams

The final exam schedule is determined by the Office of the Registrar. Students who have more than two exams scheduled on the same day may consult their instructors in advance to make other arrangements. Students with permission to take a deferred exam may receive a temporary grade of AB (absent with permission). Once the student has completed the final exam, the instructor must submit a Change of Grade form in order to change the AB grade to the grade earned for the course.

Absences from Final Exams

Absences from final exams will not be excused by the instructor except for illness on the day of the exam. Other causes must be approved by the Assistant Dean for Student Affairs or the program director. The effect of an unexcused absence from an undergraduate final exam shall be determined by the weighted value of the exam as stated in the course syllabus provided by the instructor. If absence from a graduate final exam is unexcused, the grade for the course is entered as F. If a student does not appear for a final exam, it is the responsibility of the student to contact the instructor, as stated above. All changes to final exam schedules must be approved by the Assistant Dean for Student Affairs.

Accommodations for Students with Disabilities

The Office of Disability Services (<http://ods.gmu.edu>) works with students and faculty to arrange necessary accommodations that provide students with disabilities equal access to the learning environment as well as the resources to demonstrate learning. Instructors may wish to include information about this resource in course syllabi.

Grading Policies

Faculty members have an obligation to explain to students in the syllabus how grades will be determined. This includes the relative weight of each course assignment, the precise grading scale to be used (including that for pluses and minuses), and whether there will be a possibility for extra-credit work. The syllabus also must state the conditions and process governing the award of a grade of "Incomplete" in the course, which cannot be given simply because the student failed to finish all course requirements. Finally, faculty members are reminded that all student grades are confidential and should not be posted or shared with anyone other than the student.

Academic Honesty Policy

As members of the academic community, students are expected to recognize and uphold standards of intellectual and academic integrity. The university assumes as a minimum standard of conduct in academic matters that students be honest and that

they submit for credit only the products of their own efforts. Both the ideals of scholarship and the need for fairness require that all dishonest work be rejected for academic credit. They also require that students refrain from any and all forms of dishonorable or unethical conduct related to their academic work.

The university's policy on academic honesty is the Honor Code, which is found on the website of the Office of Academic Integrity (<http://oai.gmu.edu/>). The policy represents a core value of the university, and all members of the university community are responsible for abiding by its tenets. Lack of knowledge of this policy is not an acceptable defense to any charge of academic dishonesty. All members of the academic community, including students, faculty, and staff, are expected to report Honor Code violations to the Honor Council. The procedures for such reporting can be found on the website.

In an effort to foster an environment of academic integrity and to prevent academic dishonesty, faculty should publish their own policy statement in the course syllabus, outlining the definition of cheating and plagiarism and then discuss the policy in class. Students are expected to discuss with faculty the expectations regarding course assignments and standards of conduct.

Independent Study

In accordance with the university's catalog, students may occasionally request to do independent study under the direction of a faculty member. Normally, this involves registration for a course numbered either 490 or 690 in the student's major department. It is expected that the student will do extensive and in-depth reading on a narrow topic that is not available as a regular course and will write a major research paper on the topic. Reading courses are appropriate for helping students explore an area of knowledge they otherwise might not be exposed to. Independent Study courses should not be used as a substitute for required core or concentration courses but may be applied to the major program as an elective. Independent Study courses should not be used as an alternative to equivalent regularly scheduled courses, as substitutes for regular courses that have not been scheduled, or for scheduled courses students failed to take when last offered. No more than 6 credits of Independent Studies course work may be applied to a degree program, and no more than 3 credits may be applied to a certificate program.

The faculty supervisor and the student agree at the beginning of the course on a list of readings (books, articles, other documents) that is more than the reading required in a normal course. A good rule would be twice as much, since the student is not attending class. The student and faculty member will meet weekly to discuss what she has read and explore ideas for the research paper. The paper should be longer and more analytical than a usual research paper, since, again, the student is freed from the constraints of class and perhaps other course assignments and is gaining a greater depth of knowledge about the subject.

Procedure

Following is the process students and faculty members should follow to arrange an Independent Study course.

1. The process is initiated when a student submits a proposal to the Independent Study instructor that includes:
 - Topic of the course: select a title (e.g., “Grandparenthood in American Society” or “Infectious Disease in Sub-Saharan Africa”)
 - Objectives of the course
 - Course requirements: readings, data analysis, paper, etc.
 - Schedule of individual meetings during the term and deadlines for completion of work
2. The student and instructor negotiate the final agreement.
3. The student completes an Independent Study Request Form and attaches the written plan for the course. This is not a syllabus, but it should include all information mentioned in 1. above. The plan also should indicate how the course will be applied to the student’s academic program. This form will require both student and faculty signatures and will constitute the course contract. Requests must be initiated before registering for the course and will not be approved after the fact.
4. The Independent Study Request Form must be approved by either the program director or the department chair, who will forward it to the Assistant Dean for Student Affairs for review and submission to the Registrar as confirmation of the student’s registration.

Student Course Evaluations

Students must be provided with the opportunity to complete university faculty/course evaluations during scheduled class times, and it is each instructor’s responsibility to distribute the evaluations to each class at the end of the semester. Instructions for completion are enclosed in each course evaluation packet.

Grades

All faculty have a responsibility to enter a grade for every student in every course. The deadline for posting grades in PatriotWeb is firm and must be adhered to. Each academic unit has a Grading Coordinator to serve as a resource should questions or problems arise. Failure to submit grades by the deadline is considered a violation of

academic trust and of a faculty member's contract with the university. Grading resources and tools can be found on the Registrar's Office website at <http://registrar.gmu.edu/facultystaff/tools/grading/>.

Grade Appeals

The following procedures should be followed when a student seeks to appeal a grade:

1. The student should first ask the instructor in writing to reconsider the grade and include a rationale for changing the grade.
2. If the matter cannot be resolved between the student and the instructor, the student may appeal the matter in writing to the chair of the department or, for the School of Nursing, to the assistant dean for the student's division (bachelor's, master's and post-master's, and doctoral) and then, if the matter cannot be resolved at that level, to the director of the school.
3. If the chair or assistant dean feels there is sufficient merit to warrant a review, he/she will form a hearing committee of three faculty members who are peers of the instructor who assigned the grade. The composition of the review committee will be determined by the chair or director.
4. If the chair or director feels that the complaint is without merit, the student may request the Associate Dean for Academic Affairs of the College to assess the merit of the appeal. If the Associate Dean feels there is merit to the complaint, a hearing committee will be formed as above. Whether appointed by the chair or director or the Associate Dean for Academic Affairs, only one appeal committee shall hear the student's appeal.
5. The instructor and the student may each challenge and have replaced one of the three members of the hearing committee without giving reason for the challenge. The committee will meet separately and privately with the instructor and with the student to explore the particulars of the case. One nonparticipating observer of the student's choice and one nonparticipating observer of the instructor's choice may attend the meetings.
6. After the hearing committee has reviewed the case thoroughly, it will issue a written recommendation with a rationale for its findings to the chair or director and to the Associate Dean for Academic Affairs (with a copy to the instructor). At this time, the faculty member will have an opportunity to take the recommended action, if any, or not.
7. If the matter is not resolved at this point, the Associate Dean for Academic Affairs will consider the hearing committee's recommendation and forward

his/her own recommendation to the Dean of the College, who may decide to uphold or deny the appeal. **The decision of the Dean is not subject to further appeal.** If the Dean decides that a change of grade is appropriate and the instructor refuses to make the change, the Dean may direct the Registrar to do so.

Grade appeals are not accepted after the last day of classes of the semester following that in which the appealed grade was recorded (spring for fall grades, fall for spring and summer grades). The Provost's Office does not consider grade appeals, nor does the University Academic Appeals Committee.

Advising

Advising handbooks for faculty are available from the Office of Student Affairs. New full-time faculty are not assigned advisees during their first semester. Advisee lists are distributed at the beginning of the fall semester. If possible, students will keep the same advisor until graduation. Advisees must be seen at least once per semester.

If the student does not initiate contact, it is the faculty member's responsibility to initiate contact with the student. Faculty are expected to date and document all advisee sessions on the sheet provided in the student's file. Student files are kept in the Office of Student Affairs but may be signed out by faculty and returned promptly.

Specific advising responsibilities include completing the course outline form, completing the student data form, and reporting any unsatisfactory grades, planning the program sequencing, reviewing the past semester's courses, and providing academic counseling for students on probation. Faculty also will be assigned or asked to sign up for advising hours during scheduled registration periods. Problems with advising should be referred to the Assistant Dean for Student Affairs.

Faculty Office Hours

To promote optimal communication within the College, all faculty are required to post and maintain four hours of office hours per week. Faculty should split hours on at least two different days to facilitate advising and student appointments. Office hours are to be posted on office doors. Each faculty member is also required to notify their unit administrator or her/his designee of class, clinical, and office hours, as well as provide contact telephone numbers to the receptionist in their academic unit.

UNIVERSITY RESOURCES

Office of the University Registrar

<http://registrar.gmu.edu/facultystaff/tools/>

The Office of the University Registrar provides on their website a number of tools for faculty, including information and instructions about grading, as well as links to academic calendars and the university catalog.

Library / Library Consortium

<http://library.gmu.edu>

George Mason University libraries include collections of both print and electronic books and periodicals, special collections and archives, and provide access to electronic databases. The two libraries on the Fairfax campus are Fenwick Library and the Johnson Center Library. Faculty and staff may check out materials using the Mason ID card, and most materials may be borrowed for a period of one term. Items not available at the libraries on campus may be requested from libraries on other Mason campuses, as well as the Washington Research Library Consortium or Interlibrary Loan. Class reading assignments may be placed on reserve by faculty for short term loan to students. An electronic reserve service also is available to provide students online access to journal articles.

University Bookstore

<http://gmubncollege.com/>

The George Mason University Bookstore is a full-service bookstore, carrying textbooks and other course materials, general reading books, and Mason gifts, sportswear, and school supplies. The bookstore is located on the main level of the Johnson Center. Faculty and staff may use the Mason ID to receive up to 10% discount on many items.

Fiscal Services

<http://fiscal.gmu.edu>

Fiscal Services includes the Purchasing Office, Travel Office and Finance Administrative Systems Team. The Fiscal Services website is a resource for policies, procedures, training information, and contacts for assistance.

Human Resources and Payroll

<http://hr.gmu.edu>

HR/Payroll provides information about retirement benefits, leave options, and work/life resources like discounts and professional development courses.

Office of Student Support

<http://studentsupport.gmu.edu/>

The Office of Student Support collaborates with various campus departments to provide assistance for students who are encountering barriers to their academic success or personal growth.

Office of Disability Services

<http://ods.gmu.edu>

The Office of Disability Services (ODS) is a resource for students, faculty and staff. ODS ODS implements and coordinates reasonable accommodations that afford students equal access to university programs and activities.

University Ombudsman

<http://ombudsman.gmu.edu>

The Office of the Ombudsman acts as a resource for students to discuss concerns and complaints and provides a safe space for resolving conflicts. Meetings with the ombudsman are confidential. The ombudsman operates independently of all formal grievance processes at the university and is an advocate for fairness and the equitable treatment of students.

Counseling and Psychological Services

<http://caps.gmu.edu>

Counseling and Psychological Services (CAPS) offers counseling, academic skills workshops and multicultural programs to promote student emotional growth and academic performance.

INTO Mason Learning Resource Center

<http://provost.gmu.edu/into-mason/into-mason-language-support-for-multilingual-facultystudents/>

The INTO Mason Learning Resource Center provides assessment and tutoring for students struggling academically because of English language problems. Tutoring services may be provided for free or at a nominal cost to students referred by faculty and administrators.

Writing Center

<http://writingcenter.gmu.edu/>

The Writing Center offers tutoring, in-class workshops, training for faculty, and other resources to the Mason community.

Center for Teaching and Faculty Excellence

<http://ctfe.gmu.edu/>

The Center for Teaching and Faculty Excellence supports instructors of any level of experience. The Center provides a variety of resources related to curriculum and teaching, professional development opportunities, and recognition of teaching excellence with annual awards.

Mason Alert

<https://alert.gmu.edu>

The Mason Alert system notifies registered users in the event of an emergency or when weather-related closures or delays occur.