
The George Washington University Faculty Handbook

Revised August 1999

(Currently in the process of being updated - January, 2012)

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FOREWORD

This Handbook has been prepared for the information and use of the faculty of The George Washington University. The policies and procedures described herein may be revised by the University. It is the practice and intent that no substantive revisions will be made without consultation with the Faculty Senate.

A faculty member should also become familiar with the Faculty Code, which sets forth the rights and responsibilities of academic personnel, and the Faculty Organization Plan, which describes the bodies and functions of faculty governance. Copies of these publications and additional copies of the Faculty Handbook are available from the Faculty Personnel Office, Rice Hall, Room 811.

SECTION 1: ABOUT THE UNIVERSITY

1-1 HISTORY

The George Washington University was chartered in 1821 by the Congress of the United States. A history of the University – *Bricks Without Straw* by Elmer Louis Kayser (Appleton-Century-Crofts, 1970) – was published in connection with the observance of the University's sesquicentennial, and a history of the medical school entitled *A Medical Center: The Institutional Development of Medical Education in George Washington University* was published in 1973. A pictorial history of the University – *From Strength to Strength* – was published in observance of GW's 175th anniversary in 1996.

1-2 FACTBOOK

The information below, current as of the census date for academic year 1998-1999, is provided by the Office of Institutional Research, which maintains a regularly updated Current Factbook on its website (<http://www.gwu.edu/~ire/toc.htm>). Please refer to the website for the most current figures.

ENROLLMENT

The 1998-1999 enrollment totals 19,481, including 7,420 undergraduate students, 10,124 graduate and professional students, 1,937 nondegree students, 2,804 students enrolled at off-campus sites, and 564 enrolled at the Virginia Campus.

STUDENT BODY

GW students come from all 50 states, the District of Columbia, U.S. territories, 132 foreign countries, and from a variety of ethnic, religious, and socioeconomic backgrounds. The undergraduate student body is 44 percent male and 56 percent female. Twenty-three percent are minority group members and 8 percent are international students. Among those enrolled as undergraduates in the 1997-1998 academic year are some 42 National Merit, Hispanic, and Achievement finalists. The similarly diverse graduate student body comprises 52 percent of the University's total enrollment.

LEADERSHIP

President Stephen Joel Trachtenberg became GW's 15th president in August 1988, following an 11-year tenure as president of the University of Hartford in Connecticut. John D. Zeglis, president of AT&T, became chairman of the University's Board of Trustees in July 1995.

FACULTY

GW has 1,415 full-time faculty members of whom 92% hold doctoral degrees. In addition, the institution has 1,053 part-time, non-medical faculty and 2,160 part-time faculty in the Medical Center. This distinguished part-time faculty is drawn from the large community of scholars concentrated in the Washington area – including many from government agencies, medical and research centers, and the city's international community.

STAFF

The University employs 3,476 full-time, 252 part-time, and 4,440 temporary staff, of whom 1,454 full-time, 78 part-time, and 660 temporary staff are employed in the Medical Center. Temporary staff may include student employees.

ALUMNI

At present, more than 125,000 people—living in the 50 states, the District of Columbia, and all around the globe—were educated at The George Washington University. Among these alumni are numerous prominent public figures including senators, congressmen, military personnel, and diplomats serving abroad as U.S. ambassadors and in other embassy posts.

1-3 MISSION STATEMENT

The George Washington University, an independent academic institution chartered by the Congress of the United States in 1821, dedicates itself to furthering human well-being. The University values a dynamic, student-focused community stimulated by cultural and intellectual diversity and built upon a foundation of integrity, creativity, and openness to the exploration of new ideas.

The George Washington University, centered at the national and international crossroads of Washington, D.C., commits itself to excellence in the creation, dissemination, and application of knowledge.

To promote the process of lifelong learning from both global and integrative perspectives, the University provides a stimulating intellectual environment for its diverse students and faculty. By fostering excellence in teaching, the University offers outstanding learning experiences for full-time and part-time students in undergraduate, graduate, and professional programs in Washington, D.C., the nation, and abroad. As a center for intellectual inquiry and research, the University emphasizes the linkage between basic and applied scholarship, insisting that the practical be grounded in knowledge and theory. The University acts as a catalyst for creativity in the arts, the sciences, and the professions by encouraging interaction among its students, faculty, staff, alumni, and the communities it serves.

The George Washington University draws upon the rich array of resources from the National Capital Area to enhance its educational endeavors. In return, the University, through its students, faculty, staff, and alumni, contributes talent and knowledge to improve the quality of life in metropolitan Washington, D.C.

1-4 PROGRAMS

SCHOOLS

The undergraduate and graduate degree programs at The George Washington University are offered by the following schools:

- Columbian School of Arts and Sciences
- School of Business and Public Management
- Graduate School of Education and Human Development
- School of Engineering and Applied Science
- Elliott School of International Affairs
- Law School
- School of Medicine and Health Sciences
- School of Public Health and Health Services

The main campus is in the Foggy Bottom neighborhood in Northwest Washington, D.C. The George Washington University at Mt. Vernon College is located on Foxhall Road in Washington, and the Virginia Campus is on Route 7 in Loudoun County, Virginia. Classes

are taught at many other locations in the D.C. metropolitan area and in Hampton Roads, Virginia.

The University presents its educational programs in a variety of formats that complement traditional on-campus learning. Off-site programs range from Capitol Hill to Singapore, and distance education programs are available worldwide. Other programs range from continuing professional education for attorneys, engineers, and physicians to certificate programs for career preparation.

1-5 MEDICAL CENTER

Founded in 1824, The George Washington University Medical Center (GWUMC) is a nationally recognized, interdisciplinary academic health care center. In addition to the School of Medicine and Health Sciences and the School of Public Health and Health Services, the Medical Center comprises the University Hospital, the Medical Faculty Associates, and the GW Health Plan.

UNIVERSITY HOSPITAL

Located in the nation's capital, the University Hospital serves a diverse group of patients – from area residents to visiting dignitaries and heads of state. Since 1997, the Hospital has been jointly owned by the University and Universal Health Services of King of Prussia, Pennsylvania, the nation's third-largest public hospital management company. The Hospital is a designated tertiary-care institution, and its Emergency Department is a certified level-1 trauma center.

MEDICAL FACULTY ASSOCIATES

The Medical Faculty Associates (MFA) is the clinical faculty practice plan comprised of regular active-status and limited-service faculty at The George Washington University Medical Center. All MFA physicians are board certified or board eligible in their specialties and are a valuable resource to the community for treatment and for graduate medical education.

UNIVERSITY HEALTH PLAN

More than 89,000 people are members of this pace-setting health maintenance organization, which has a network of more than 4,000 physicians in the District of Columbia, Maryland, and Virginia. The George Washington University Health Plan provides access to a wide range of preventive health care services as well as specialty medical care at University Hospital and other cooperating hospitals throughout the metropolitan area.

1-6 ADMINISTRATION

The senior administrative officers of the University are the President, the Vice President for Academic Affairs, the Vice President for Administrative and Information Services, the Vice President for Development and Alumni Affairs, the Vice President and General Counsel, the Vice President for Health Affairs, the Vice President for Student and Academic Support Services, the Vice President and Treasurer, and the deans of the schools.

PRESIDENT

The President is the chief executive officer of the University. The President is appointed by the Board of Trustees and holds office at its pleasure. All other academic and administrative

officers of the University are appointed by the Board upon the President's recommendation and are responsible to the President either directly or through another officer. The President defines the duties and terms of appointment of these officers unless they are prescribed by Board action. The President also appoints the Vice Presidents who serve at the pleasure of the President.

The President has authority from the Board, and overall responsibility to the Board, for

- Fostering widespread acceptance of the University's objectives, on the part of all of its internal and external constituencies;
- Planning, administering, and developing the total University program and all of its subsidiary activities;
- Providing for a program of instruction, research, and service that carries out the stated institutional objectives;
- Providing for a student body constituted to be best served by the educational programs of the University;
- Providing and administering plans to finance the current fiscal needs and capital requirements of the University, preparing annual and long-term budgets from data supplied by the various divisions, presenting such budgets to the Board for approval, and allotting the funds to each of the major units of the University; and
- Building policies, systems, procedures, and a sound organizational structure through which to administer all major elements of the University's programs.

The President appoints all University-wide administrative committees and is an ex-officio member of all committees and of each of the faculties of the schools. The President is the official medium of communication between these faculties and the Board, as well as between the student body and the Board.

VICE PRESIDENT FOR ACADEMIC AFFAIRS

The Vice President for Academic Affairs acts for the President in the latter's absence from the campus and is the chief academic officer of the University, with administrative oversight of the schools and other academic divisions. Other units reporting to this Vice President include the offices of Academic Development and Continuing Education, Academic Planning and Special Projects, Faculty Personnel, Faculty Recruitment and Personnel Relations, Gelman Library, the University Honors Program, Institutional Research, and Research and Graduate Studies. This Vice President is responsible for the use of information technology in the support of pedagogy and research. The executive deans of the Loudoun County and Mt. Vernon College campuses also report to this Vice President.

The Vice President for Academic Affairs is responsible for strategic planning and educational policy in the areas of admissions, curriculum, research, the libraries, academic computing, distance learning, and faculty personnel administration and is the corporate officer authorized to approve faculty appointments and to ensure that such appointments conform with provisions of the Faculty Code.

The Vice President for Academic Affairs serves as Vice Chair of the Faculty Assembly, presides over Faculty Senate meetings in the President's absence, and, like the President, is an ex-officio member of all faculties of the schools.

VICE PRESIDENT FOR ADMINISTRATIVE AND INFORMATION SERVICES

The Vice President for Administrative and Information Services is responsible for administering the offices of the Registrar, Human Resource Services, Equal Employment Activities, Quality Management Resources, the Faculty/Employee Assistance Program, University Relations, and Lisner Auditorium.

VICE PRESIDENT FOR DEVELOPMENT AND ALUMNI AFFAIRS

The Vice President for Development and Alumni Affairs is responsible for the University's relationships with alumni, the various alumni associations, and with the Society of the Emeriti. This Vice President also is responsible for programs to secure philanthropic support to meet the University's operating, capital, and endowment needs. Reporting to this Vice President are the Office of Alumni Relations, the Office of University Development, the Medical Center Development Office, and school-based alumni relations and development staff. This Vice President also assumes an active role in Board of Trustees matters as administrative officer for trusteeship.

VICE PRESIDENT AND GENERAL COUNSEL

The Vice President and General Counsel is the chief legal officer of the University, responsible for its legal and corporate affairs. These responsibilities include managing litigation and providing legal services to the University's trustees, officers, faculty, and staff in the performance of their University duties: reviewing transactions and documents for legal sufficiency; retaining and supervising outside legal counsel; and advising on regulatory, corporate, and ethical matters.

VICE PRESIDENT FOR HEALTH AFFAIRS

The Vice President for Health Affairs is responsible for the administration and oversight of the five entities comprising the Medical Center: the School of Medicine and Health Sciences, the School of Public Health and Health Services, the Medical Faculty Associates, the George Washington University Health Plan, and the University Hospital – the last in conjunction with its majority owner, Universal Health Services, Inc. This Vice President also oversees the two research institutes of the Medical Center: the Institute for Biomedical Sciences and the Institute for Clinical Research and Clinical Trials. The Vice President for Health Affairs oversees all aspects of the academic medical center, including the education and training of health care professionals, clinical and basic research, and patient care.

VICE PRESIDENT FOR STUDENT AND ACADEMIC SUPPORT SERVICES

The Vice President for Student and Academic Support Services is responsible for administering services to facilitate students' achievement of their educational objectives at the University and to assist them in resolving special problems, applying University policies to student life, managing the operation of a student non-academic disciplinary hearing system, and coordinating a program of extracurricular student activities. This Vice President has responsibility for the offices of the University Police, Community Living and Learning Center, Student Activities Center, Dean of Students, Multicultural Student Services Center, Undergraduate Admissions, Student Financial Assistance, International Services, Disability Support Services, the Career Center, the Student Health Service, the intercollegiate athletic program, the Marvin Center, and the Smith Center.

VICE PRESIDENT AND TREASURER

The Vice President and Treasurer is the chief financial officer of the University and has primary responsibility for the management of its financial and physical resources. This includes overall responsibility for the University's strategic, operating, and capital planning as well as budgeting. This Vice President oversees the development, maintenance, and operation of the University's administrative computing systems, as well as the telecommunications operations. The Vice President and Treasurer is an advisor to the President and Board of Trustees in financial and strategic matters affecting the development and operations of the institution. This Vice President is also a member of the Board of Directors and Board of Trustees of District Hospital Partners, L.P., the partnership between The George Washington University and Universal Health Services, which owns the University Hospital. The Vice President and Treasurer is also the Director of the George Washington University Health Plan.

DEANS OF THE SCHOOLS

The dean of each school serves as its chief administrative officer. Each dean is responsible to the President through the Vice President for Academic Affairs. As with vice presidents, deans serve at the pleasure of the President, provided they retain the confidence of the faculty concerned.

The dean is responsible for the supervision and development of all of the resources of the school – the instructional and research programs, the faculty and teaching staff, the physical facilities, and the financial resources. The dean presides at faculty meetings of the school and, with the faculty, develops its policies in keeping with University-wide guidelines. The dean recommends appointments, promotions, and tenure, based upon recommendations of the school's departments or faculty, and sees that the principles stated in the Faculty Code in regard to such actions are carried out.

With the assistance of the faculty, the dean prepares annual and long-term budgets and in consultation with the Vice President for Academic Affairs, is authorized to control the expenditures of the unit, within the limits of the allocations made to it by the Board of Trustees upon the recommendation of the President. Each dean may request and defend the need for further allocations and, in consultation with the Vice President for Development, has foremost the responsibility to assume leadership in attracting external funds to the school for the development of its facilities, programs, and staff.

The deans meet regularly as the Council of Deans under the leadership of the Vice President for Academic Affairs. The Council of Deans plays a major role in the formulation and implementation of the educational policies and academic goals of the University,

DEPARTMENT CHAIRS

The office of the chair of a department is the channel of communication for all regular business between the faculty of the department and the administration. Except in the School of Medicine and Health Sciences and School of Public Health and Health Services, chairs are appointed by the Vice President for Academic Affairs acting on nominations from the department that are recommended by the dean. Nominations for chairs in SMHS and SPHHS are forwarded to the Vice President for Academic Affairs acting on nominations from the dean and the Vice President for Health Affairs following a national search. The chair represents the department in matters that are referred to the dean for approval or decision. Increased emphasis on the University's academic planning has added significantly to the responsibilities of the chair.

Chairs are responsible for the overall quality of the department's instructional program and research activities as well as for the administration of departmental resources. They must ensure that classes are met and conducted responsibly and that departmental advising is accurately performed. The department chair plays a key role in the preparation and administration of annual budgets. It is the responsibility of chairs to familiarize themselves with all personnel policies (such as the University Equal Employment Policies and Procedures for Recruitment of Faculty) and, working with faculty colleagues, to implement them effectively, consistently, and equitably. It is also their responsibility to facilitate the continuing professional development of their colleagues.

FACULTY

The University structure is based on shared governance and the faculty share in the development, implementation, and management of educational policy and curriculum through membership in school faculties and through two University-wide groups: (1) the Faculty Assembly, which consists of academic personnel in full-time service and certain designated administrative personnel; and (2) the Faculty Senate, a representative body acting for the faculty as a whole in legislative and advisory capacities. The membership and functions of each of these groups are described in the Faculty Code and the Faculty Organization Plan.

1-7 INSTITUTIONAL POLICIES

UNIVERSITY POLICY ON EQUAL OPPORTUNITY

The George Washington University does not unlawfully discriminate against any person on the basis of race, color, religion, sex, national origin, age, disability, veteran status, sexual orientation, or other considerations prohibited by law. This policy covers all programs, services, policies, and procedures of the University, including admission to educational programs and employment. The University is subject to all federal laws prohibiting discrimination and to the District of Columbia Human Rights Law.

In consequence, the University subscribes to the following practices in all of its personnel actions:

1. To recruit, appoint, and promote without regard to race, color, religion, sex, national origin, age, disability, veteran status, sexual orientation, or other considerations prohibited by law;
2. To base decisions on employment so as to further the principles of equal employment opportunity;
3. To ensure that promotion decisions are in accord with the principles of equal employment opportunity by imposing only valid requirements for promotional opportunities;
4. To ensure that all other personnel actions, such as compensation and benefits, are in accord with the principles of equal employment opportunity and administered without discrimination on those grounds prohibited by the University Policy on Equal Opportunity.

University policy also protects students from discrimination on the stated grounds. This policy applies to all facets of the institution's programs, including admissions, academic advising, and grading. Students who feel they may have been discriminated against on

grounds prohibited under University policy may file a formal grievance against the faculty member or administrator whose action gave rise to the complaint. The Student Grievance Procedures are published in the *Guide to Student Rights and Responsibilities*, available from the Office of the Dean of Students. Questions should be directed to the Dean of Students.

POLICY AND PROCEDURES ON SEXUAL HARASSMENT

The George Washington University reaffirms its commitment to maintaining a positive climate for study and work, where individuals are judged solely by relevant factors, such as ability and performance, and are free to pursue their academic and work activities in an atmosphere free from coercion and abuse. Sexual harassment of students by faculty or administrators, or of employees by those in a position to affect their employment conditions or by other employees in the work unit, is inimical to such an atmosphere and will not be tolerated.

The University has adopted a definition of sexual harassment that will be applied in determining whether or not particular conduct constitutes sexual harassment. The definition parallels Section 1604.11 of the Equal Employment Commission Guidelines on Discrimination Because of Sex. Sexual harassment is defined as:

Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when (1) submission to such conduct is made explicitly or implicitly a term or condition of academic advancement or employment, (2) submission to or rejection of such conduct by an individual is used as the basis for decisions relating to the academic advancement or employment of the individual, (3) such conduct has the purpose or effect of substantially interfering with an individual's academic work performance or limiting participation in University programs, or (4) the intent or effect of such conduct is to create an abusive, hostile, or offensive academic or work environment.

In accordance with the statement on academic freedom as outlined in the Faculty Code, course content or emphasis and/or textbooks and other assigned materials are specifically exempted from coverage.

Violation of this policy may lead to disciplinary action to include suspension or termination.

The University has adopted procedures for handling complaints of sexual harassment. A complete copy of these procedures is available in the Faculty Recruitment and Personnel Relations Office. The University has designated a Sexual Harassment Response Coordinator who responds to questions and concerns, and handles formal grievances and complaints. The coordinator can be reached at 202-994-6503. Additionally, the Assistant Vice President in the Faculty Recruitment and Personnel Relations Office is available to faculty to discuss complaints of sexual harassment. The Dean of Students is available to students to discuss such complaints. The Director of Equal Employment Activities will discuss complaints with administrative staff and employees.

DRUG AND ALCOHOL POLICY

As a general rule, the consumption of alcoholic beverages in public areas (including classrooms) is not permitted. By exception, planned group activities in public areas may include beer or wine, provided prior approval has been obtained by the appropriate administrative personnel. For school and departmental activities, approval must be received from the appropriate dean. Approval for beer and wine at University-wide activities must be received from the Vice President for Academic Affairs. Approval will only be given when

certain criteria are met: any function at which beer or wine is served must include food and nonalcoholic beverages; a majority of those in attendance must be of legal drinking age (age 21 for the District of Columbia); and underage persons and those who appear intoxicated shall not be served. Drug paraphernalia and illegal substances, as well as alcoholic beverages in possession of underage persons, will be subject to confiscation.

It is not uncommon for some faculty/student gatherings to take place in off-campus settings (restaurants, private residences, etc.). In some instances, these activities include the availability and consumption of alcoholic beverages. While the University encourages faculty/student activities that inspire camaraderie and dialogue, it discourages the consumption of alcoholic beverages in these instances and cautions sponsors of these activities to consider the possible risks, as well as the personal legal liability, that could result from serving alcoholic beverages.

An abridged version of the Alcoholic Beverage Consumption and Distribution Policy and Procedures follows. For a complete version of the University Alcohol Policy, please consult the *Planner & Student Handbook*, or contact the Community Living and Learning Center at 202-994-8149.

The George Washington University is committed to promoting the health and safety of its campus community through a program of alcohol education and the implementation of this Policy. The University is further obligated under the Federal Drug-Free Schools and Communities Act Amendments of 1989 to enforce compliance with local District of Columbia alcoholic beverage laws on campus and at University-sponsored activities. The University therefore affirms its adherence to the following principles:

- The misuse and abuse of alcoholic beverages, and related behavior such as disorderly conduct, illness due to excessive consumption of alcohol, and destruction of property, pose a danger to the individual members of the campus community and to the community at large.
- The promotion of alcoholic beverage consumption as the primary focus of on- and off-campus activities invites members of the campus community to violate University regulations and District of Columbia law.
- Consumption of alcoholic beverages should only be by persons of legal age and through personal choice.
- Those who choose to consume alcoholic beverages should do so responsibly and in moderation.
- Consumption of alcoholic beverages should not be the main focus of an event or the only means of refreshment at an event.
- The responsibility for proper consumption of alcoholic beverages and for compliance with the laws of the District of Columbia rests with each individual member of the campus community.

Each year the University notifies faculty, students, and staff about the use and abuse of alcohol and drugs. Faculty, staff, and students experiencing problems related to drugs and alcohol are strongly encouraged to seek assistance from the professional staff at the University Counseling Center (202-994-5300), Student Health Service (202-994-6827), or the Faculty/Employee Assistance Program (202-676-2002). A number of community resources are also available. Their locations and phone numbers may be obtained by calling the Faculty/Employee Assistance Program or the University Counseling Center.

DISABILITY SERVICES

Faculty members should be especially cognizant of their responsibilities to disabled students. In conjunction with the Disability Support Services Office, and according to the requirements of Section 504 of the Rehabilitation Act, faculty are expected to take steps necessary to make the University's programs accessible to eligible disabled students. For example, faculty are expected to work with interpreters for deaf students as appropriate, to provide alternative examination arrangements for visually impaired or learning disabled students, to permit the use of adaptive equipment in class when appropriate, and to provide other appropriate accommodations. Faculty who believe that they require reasonable accommodation under the Americans with Disabilities Act should contact the Office of Equal Employment Activities.

SMOKING POLICY

The University promotes a smoke-free environment. Smoking is prohibited in all University facilities at the Foggy Bottom campus and other sites, including classrooms, offices, locker rooms, laboratories, and maintenance facilities.

At the Virginia Campus, no smoking is allowed in the building, the vestibules, or the loading dock. Smoking is permitted outside the building on the first, third, and fourth floor terraces.

At the Mt. Vernon College campus, smoking is not permitted in any indoor space on campus with the exception of the pub.

Violations of the smoking policy may result in disciplinary action.

SECTION 2: FACULTY APPOINTMENTS AND PERSONNEL POLICIES

2-1 FACULTY RECRUITMENT

The primary responsibility for the recruitment of faculty rests with the individual department,¹ under the leadership of its chair. All recruitment must be conducted in accordance with departmental and school bylaws, criteria, and procedures, with the *Faculty Code*, and with University *Equal Employment Policies and Procedures for Recruitment of Faculty*. The Americans with Disabilities Act (ADA) prohibits employment discrimination against “qualified individuals with a disability.” The University is committed to nondiscrimination and diversity, and supports the employment of qualified individuals with disabilities in its workforce.

The initial consideration in faculty recruitment is the academic need to be served. Determination of staffing needs should grow out of continuing self-evaluation by the department in consultation with the dean. When a vacancy is anticipated, the dean must consult with the Vice President for Academic Affairs for approval to fill the position. When the Vice President for Academic Affairs has approved the request to fill a position, the department chair must file a recruitment plan, through the dean’s office, with the Office of Faculty Recruitment and Personnel Relations. Once the recruitment plan is approved, the dean and department chair should follow applicable school and departmental bylaws as well as University policies and procedures in filling the position.

The objective of recruitment is to match a vacancy with the candidate best qualified for the position. This is accomplished through as broad and careful a search as possible, including a vigorous effort to reach qualified minorities and women.

To ensure as broad a search as possible, the University requires public announcement of all full-time faculty vacancies, including those carrying the titles Visiting and Research and those which, although primarily administrative, involve appointment to full-time faculty rank. Exceptions to this policy must be approved by the Office of Faculty Recruitment and Personnel Relations.

Once a pool of applicants is assembled and evaluated, the Faculty Search Committee identifies those applicants most qualified for the position. The files of the selected candidates are then sent, with covering memoranda, to the dean with the proposal that interviews be held at the University. Only in exceptional cases and upon request will the President or Vice President for Academic Affairs be involved in the interviewing process.

When the dean and department have identified a candidate to whom they wish to make an offer, the Office of Faculty Recruitment and Personnel Relations must review search activities to ensure conformance with applicable University policies and procedures. This review takes place before the Vice President for Academic Affairs makes an offer of appointment. To facilitate the review, the department chair completes and files, through the dean, the Report of Proposed Faculty Appointment form and appropriate documentation with the Office of Faculty Recruitment and Personnel Relations. Faculty searches that do not

¹ The procedures described in this chapter may differ somewhat in schools that are not departmental in character.

conform to University policies and procedures may result in closing the search process without filling the vacant position.

2-2 FACULTY APPOINTMENT PROCEDURES

Full-time faculty appointments may be made at any time, no matter how far in advance of the date of service specified. Part-time appointments, however, may be contingent upon the actual need for courses as indicated by student enrollment: in such cases final appointments for part-time instructional staff are not usually effected until after registration. All applicants for part-time positions governed by enrollment should be informed of this fact during preliminary discussions.

Appointment procedures in the Medical Center are described in separate instructions, available from the Office of Medical Center Faculty Affairs.

Departments may discuss with faculty candidates the terms that they would recommend to the appropriate dean and the Vice President for Academic Affairs. However, the faculty member providing this information to the candidates should inform them of other steps involved in the approval process, which are as follows:

1. The department recommends an appointment to the dean and, concurrently, submits through the dean to the Office of Faculty Recruitment and Personnel Relations, evidence that search activity was in compliance with University policies and procedures. Evidence of compliance must be submitted using the Report of Proposed Faculty Appointment form and requisite attachments.
2. Once the Office of Faculty Recruitment and Personnel Relations has approved the search, the dean recommends to the Vice President for Academic Affairs that an offer be made to the candidate.

As mentioned above, if the search does not conform to University policies and procedures, and it is determined that a substantive violation has occurred, it may be necessary to close the search without a hire.

In departmentalized schools, full-time faculty appointments are recommended by the chair, using a Report of Proposed Faculty Appointment form (and accompanying documentation) and the Faculty Employee Hire form. These forms are completed and signed by the chair and forwarded to the dean, together with the candidate's vita, letters of recommendation, and other supporting documents. The dean, after approving the appointment, will send all copies of the appointment materials to the Office of Faculty Recruitment and Personnel Relations. Upon confirmation that the appointment is for an approved position and search, that office will forward the materials to the Office of the Vice President for Academic Affairs, from which the official letter of appointment is issued. In those schools without departments, this procedure differs only to the extent that the Faculty Employee Hire form originates in the dean's office.

The original and one copy of the appointment letter are mailed to the prospective full-time faculty member, with the request that the signed copy be returned to the Office of the Vice President for Academic Affairs to signify acceptance of the appointment. When the acceptance is received, the Budget, Human Resource Services, and Payroll copies of the appointment form are distributed: a permanent file is established in the Faculty Personnel Office; the faculty member's name is added to the master mailing list; and information is sent to the Academic Publications Office for inclusion in University bulletins.

Part-time teaching staff may be appointed for an academic year or for one semester only. Part-time faculty appointments are made by submitting a Faculty Employee Hire form to the Faculty Personnel Office. A part-time staff member who has not held a previous appointment at the University should be asked to complete a Personal Data form, which should accompany the Faculty Employee Hire form. With subsequent appointments, only the submission of the Faculty Employee Hire form is necessary.

Copies of Faculty Employee Hire forms are available from the Division of Records/Data Management of the Department of Human Resource Services; Personal Data forms are available from the Faculty Personnel Office.

2-3 EMPLOYMENT ELIGIBILITY AND VERIFICATION (1-9 FORM)

Federal law requires that every employee hired by the University after November 6, 1986, complete Section 1 of the Employment Eligibility Verification form (commonly called the I-9) on the first day of work and that the employer complete Section 2 within 3 work days of the start of work. The 1-9 provides proof of eligibility to work in the United States and at GW. Newly hired faculty must complete Section 1 and present documentation of identity and work eligibility, as described on the back of the 1-9 form, to staff in Human Resource Services, 2033 K Street, Suite 220, for verification and completion of Section 2.

Upon presentation of documentation and completion of Section 2 of the 1-9 Form, Human Resource Services provides employees with two copies of a receipt: one to retain and one to be provided to departmental hiring officials to verify that the 1-9 process is complete.

Completion of the 1-9 process within 3 work days of the start of work is a condition of employment. Employees who do not provide the receipt to the departmental hiring official will not be placed on the payroll and their contract will be terminated.

New faculty may have worked at the University previously or in another department or capacity and, therefore, may have a valid 1-9 on file. Employees in this category should contact the Records and Data Management Division of Human Resource Services to determine whether completion of an 1-9 is necessary.

If documentation of work eligibility expires on a particular date, the employee must come to Human Resource Services, with appropriate documentation, prior to the expiration date. Employment will be terminated if the required documentation is not provided by the expiration date.

Questions regarding the employment eligibility and verification process should be directed to the Records and Data Management Division of Human Resource Services.

2-4 APPOINTMENT OF RELATIVES OF FACULTY MEMBERS

In accordance with general University policy, the basic criteria for appointment and promotion shall be appropriate qualifications and performance. Relationship by family or marriage shall constitute neither an advantage nor a deterrent to appointment or promotion, although the University discourages the appointment of two members of the same family in a department if one is to exercise administrative supervision over the other. Faculty members may neither initiate nor participate in institutional decisions that involve a direct benefit (appointment, retention, promotion, salary, leave of absence, etc.) to members of their immediate family.

2-5 APPOINTMENT AND EMPLOYMENT OF FOREIGN NATIONALS

Departments planning to appoint, employ, or compensate any individual (including a student or teaching assistant) who is not a U.S. citizen or a permanent resident must ensure that the individual has proper immigration status when recommending an offer of appointment. Under the Immigration Reform and Control Act of 1986 (IRCA), the University may be subject to fines and loss of certification if an individual is employed without having obtained the proper immigration status.

Department chairs should make it clear to the person selected that it is the individual's responsibility to take the necessary steps to secure the appropriate immigration classification, although chairs should assist in obtaining that classification by completing necessary forms and drafting or signing necessary letters. Department chairs are responsible for providing the Faculty Personnel Office with information concerning visa status at the time they request that an offer of appointment be made. Appointment of foreign nationals will be conditioned upon their obtaining appropriate visa status prior to commencement of employment and maintaining that status throughout the appointment period. It is University policy not to appoint such individuals to tenure-track positions until they have obtained U.S. citizenship or permanent resident status. If it is conclusively determined after the starting date of employment that an individual does not have appropriate status, the services of that individual must be terminated.

The International Services Office is available for consultation on all matters concerning immigration and employment of foreign nationals and can ensure that the most appropriate immigration classification is selected and sought. The International Services Office is also the designated University unit authorized to sign all Department of Labor and Immigration and Naturalization Service forms requiring a University signature. Matters concerning the employment of foreign nationals often require considerable lead time for resolution; consequently, it is necessary to contact the International Services Office in a timely fashion when a foreign national will be employed (in any capacity) by the University.

2-6 MOST FREQUENTLY USED NON-IMMIGRANT CLASSIFICATIONS FOR FOREIGN NATIONALS

H-1B CLASSIFICATION

This is the standard category for employment of foreign nationals in professional positions. Status in this category is limited to a cumulative maximum of six years.

The Office of Graduate Medical Education will not accept H-1B status unless the resident/fellow is a graduate of a U.S. medical school.

J-1 CLASSIFICATION (EXCHANGE VISITOR PROGRAM)

The George Washington University has been designated by the United States Information Agency as an Exchange Visitor Program Sponsor. As such, GW is authorized to bring professors, instructors, researchers, scholars, and specialists to the United States for a variety of educational purposes. The theme of international interchange discourages the use of the J visa as a simple "work visa" or "business visa." While a direct employer-employee relationship may exist under this category (with GW paying the foreign professional for services rendered), the J category is normally used when the foreign professional is financially supported by the United States, foreign government funds, personal funds, or a

third-party sponsor and when there exists a specific or general intent by both parties to contribute to international understanding through the exchange program.

2-7 EMPLOYMENT OF INTERNATIONAL STUDENTS

Departments should be aware that students are studying at GW in a variety of immigration statuses. Each status has varying restrictions on employment that may affect a student's eligibility for the employment that the department has in mind. If you have questions regarding a student's eligibility to work, please contact the International Services Office.

2-8 MOVING ALLOWANCE FOR NEW FACULTY

New full-time faculty may be eligible for reimbursement of certain expenses connected with moving to the Washington area. Reimbursement covers: (1) actual costs of moving household goods, with a stated ceiling based on the faculty member's academic rank; and (2) travel costs for the individual and/or the family in the form of a mileage allowance.

The costs of moving household goods are reimbursed on a basis of actual expenditures (e.g., to a moving company, a van rental agency, or the post office for book shipments), with the maximum amount authorized based on the faculty member's rank, as follows:

Professor	\$3,000	Assistant Professor	\$1,500
Associate Professor	\$3,000	Instructor	\$1,500

(If two members of the same family, moving concurrently from the same location, are requesting reimbursement (e.g., spouses being appointed at the same time) the total reimbursed shall not exceed \$4,500.)

Original receipts should be submitted for reimbursement to the Office of the Vice President for Academic Affairs (in the case of medical faculty, to the Office of Medical Center Faculty Affairs).

In addition, a travel allowance of 50 cents per mile from the point of origin of the move to Washington, D.C., will be paid to underwrite the costs of family travel (airfare, gas, hotel, food, tolls, etc.). No receipts for these expenses are required because the reimbursement is based solely on mileage. This allowance is restricted to mileage within the continental United States. In the event a move originates from outside the continental United States, the mileage will be calculated from the nearest point of entry.

A faculty member on a temporary one-year appointment is entitled to either the moving allowance or the mileage allowance, whichever is greater. No moving or mileage allowance is available to part-time faculty or to full-time faculty appointed for one semester.

2-9 FACULTY HOUSING INFORMATION

Although the University provides no housing for its faculty, information about the availability of local housing can be found on the Off-Campus Housing website at <http://www.och.gwu.edu>. Any faculty member desiring to sublet a house or apartment during a period of leave of absence may post an announcement on the website by contacting the Community Living and Learning Center.

2-10 TERMS OF SERVICE

Full-time members of the non-medical faculty are normally appointed for a nine-month academic year and may receive supplementary appointments for teaching or research during the three summer months. Faculty members with year-round responsibilities receive a fiscal-year (July 1 through June 30) appointment.

Full-time medical faculty are hired on 12-month contracts

2-11 SALARY PAYMENT SCHEDULE

Faculty salaries are paid monthly on the last working day of each month. Excluding the initial academic-year appointment, a faculty member appointed on an academic-year basis customarily receives nine salary checks from the last day of September to the last day of May. The faculty member may, however, elect a twelve-payment option (September through August) by requesting that arrangement in writing to the Faculty Personnel Office.

However, in the initial academic-year appointment, regular full-time or visiting full-time faculty will be placed in a ten-month (August 1 through May 31) appointment status for purposes of pay and benefit administration.

A faculty member appointed on a fiscal-year basis receives twelve salary checks, from the end of July through the end of the following June.

A full-time faculty member appointed for only one semester receives during that period one-half of the equivalent academic-year salary. Fall semester salaries are paid in four checks (September through December) and spring semester salaries in five (January through May).

Members of the part-time teaching staff appointed for the fall semester receive their salary in four checks (September through December) and for the spring semester in five checks (January through May). Part-time teaching staff appointed for the academic year are paid in nine checks (September through May). Part-time teaching staff appointed for the fiscal year are paid in twelve checks (July through June).

Faculty should complete a Check Distribution Form to indicate whether salary' checks should be mailed to a home address, be directly deposited to a bank, or be available for pickup at the home department.

2-12 OVERLOAD COMPENSATION

A member of the full-time faculty who is authorized by the department chair and dean to teach an extra course during a semester is paid overload compensation at the appropriate part-time faculty salary rate schedule established by the Vice President for Academic Affairs. No faculty member shall teach more than two overload courses (on- and/or off-campus) per calendar year, nor more than one per semester. Faculty teaching fewer than five courses per academic year will only be compensated for courses in excess of five. Faculty on fiscal year appointments, such as associate deans, department chairs, and program directors, cannot teach overloads during the academic year, except in special circumstances and subject to advance approval from the Vice President for Academic Affairs: they may, however, be compensated for advising or coordinating in specific programs at the standard rate for such activity.

Additional compensation for overload teaching on campus or off campus, or for program coordination by full-time members of the faculty, must be processed through the payroll system.

2-13 SUMMER SESSIONS POLICIES

Full-time and part-time faculty may be appointed to teach a maximum of two courses during the summer, no more than one being scheduled during a three-week session; any exception to this rule must be cleared in advance by the dean and the Vice President for Academic Affairs. In each school, the dean may further restrict teaching to one course in order to make summer teaching available to a greater number of faculty.

With the exception of Law and Medicine, the University pays 1/11 of the academic-year base salary, up to an established cap set at a factor of 1.2 of the average salary within a school or a school subdivision, for each 3-credit-hour course taught during the summer by full-time faculty. The 1/11 fraction is applied to the base salary earned in the academic semester preceding the summer program. (Compensation for teaching courses of more or fewer credits is prorated accordingly.) If a third course is approved for a full-time faculty member because of a special need of the department that cannot otherwise be met, compensation for the additional course would be on an overload basis at the part-time faculty rate.

Faculty on fiscal-year appointments, for example associate deans, department chairs, and program directors, are permitted to teach one course in the summer at 1/11 of the base academic-year salary, up to the established cap. Any exception to this rule must be cleared in advance by the dean and the Vice President for Academic Affairs. If a second course is approved because of a special need of the department that cannot otherwise be met, compensation for the additional course would be on an overload basis at the part-time faculty rate. Administrators with appropriate credentials may teach up to two courses in the summer at the part-time faculty rate. Assignments for administrators will be limited to weekend or evening courses unless their supervisor provides written approval and the dean and director of summer sessions concur.

A faculty member who combines teaching and research during the summer may not receive from the University more than 3/9 of the academic-year salary for the three summer months, including both teaching and research, except when the faculty member serves as a consultant to a University project as specified under University Policy on Research: Allowable Compensation and Allocation of Effort. Associate deans (with the approval of the dean and the Vice President for Academic Affairs), department chairs, and program directors on fiscal-year appointments who are involved with summer research grants are allowed to earn up to a maximum of 219 of their base academic-year salary, including both teaching and research.

A new full-time faculty member joining the University in the academic year beginning September 1 may be recommended for teaching in the preceding summer sessions, with the 1/11 fraction applied to the base salary stipulated in the contract for the coming academic year.

A faculty member leaving the University may, under special circumstances, be recommended for a teaching assignment in the summer sessions following his or her termination. In such a case, the 1/11 fraction is applied to the base salary for the preceding academic year. Typically, faculty members who are denied tenure will not be permitted to teach after their terminal year.

2-14 PROFESSIONAL RESPONSIBILITIES

Although faculty members work differently, each individual must perform his or her share of the overall activity required by the institution. The major types of faculty activity are instructional, including preparation, performance in class, grading, student advising, thesis and dissertation direction, and program planning; professional/clinical service: scholarly and applied research or creative and artistic effort, whether sponsored or unsponsored; and University service, such as committee work and part-time administration. Throughout the University there is the expectation that all faculty will engage in publishable scholarly and applied research or its equivalent in creative work in the arts.

It is the function of the department chair and the dean to ensure that each faculty member fulfills all professional responsibilities fully and effectively. As a rule, in most divisions of the University, the number of courses taught by a faculty member varies from four to eight per academic year. The normal teaching portion of a full-time faculty member's commitment to the institution varies in relation to other professional responsibilities and University assignments. In consultation with the dean, the department chair may increase or decrease an individual's teaching load, taking into account that individual's overall effort in such areas as research or comparable scholarly work, administration, advising, and University governance as well as the total number of students taught.

It is expected that a member of the faculty will perform conscientiously all academic duties, including attendance at faculty meetings, commencement exercises, and convocations.

Prompt and regular attendance at all assigned classes is a contractual duty. If unavoidable delay or absence occurs, every effort should be made to have the class covered. Faculty members who expect to absent themselves from the University, especially if their classes are to be taught by someone else, should inform the department chair and the dean, giving as much notice as possible.

2-15 CONVOCATIONS

The University schedules one major convocation during the academic year – the Spring Commencement in May – and other convocations from time to time throughout the academic year. Members of the faculty are expected to participate in the academic processions on these occasions. All full-time faculty members who are interested in purchasing academic regalia will receive a one-time-only reimbursement by the University of \$200 toward the cost of purchasing cap and gown. Original receipts should be submitted to the Office of University Special Events, Rice Hall 504. Faculty preferring to rent academic regalia may make arrangements to do so through the University Bookstore.

2-16 CONSULTING AND OTHER PROFESSIONAL ACTIVITIES

Increasingly, industry and government have come to rely on faculties of universities for advice and guidance. Such practical contributions from institutions of higher education to society at large have provided many faculty members with the opportunity to use their knowledge and talents constructively and profitably and to strengthen their competence through a greater variety of professional experiences.

The University permits a member of its faculty to spend the equivalent of up to one working day a week during the academic year on outside consulting and other professional activities, provided such commitments do not interfere with University obligations. This privilege is not extended to research faculty members paid wholly from research grants or contracts or

to full-time physician faculty members in the Medical Center who are participants in Medical Faculty Associates or to other physician faculty members whose University contracts preclude such activities.

Faculty are expected to list consulting and other external professional activities on their annual reports each spring. Faculty are required to complete the Financial Interest Disclosure form as part of the annual reporting process, as well as ad hoc reporting when appropriate. Payments for such activities are negotiated by the faculty member directly and do not involve the University.

Faculty members providing outside consulting or other professional services in accordance with this policy must inform clients that they do not represent the opinions of the University.

It is the responsibility of the department chair and the dean to ensure that no faculty member abuses this privilege. In particular, it is expected that faculty involved in private income-producing activities will not utilize beyond incidental use University space or resources for such purposes, nor the services of secretaries, research assistants, or other University staff during regular working hours (see University's policy on Conflicts of Interest and Commitment).

No faculty member may accept a teaching appointment at another academic institution or engage in any other regular activity of a remunerative nature during the academic year without the approval of the University. Exceptions allowing outside teaching appointments may be authorized only in cases of extreme emergency and with prior approval of the dean and the Vice President for Academic Affairs. Approval of an outside teaching assignment is for a limited period, and it is expected that during that period the faculty member will not engage in any consultative activity.

2-17 LEGAL MATTERS

It is the policy of the University to provide protection from liability, in accordance with the terms of its By-Laws and rules, to faculty and staff who become involved in claims or suits arising from sanctioned University activities that fall within the scope of their employment.

In order that appropriate action may be taken to protect the interests of the University and of persons to be indemnified for their participation in sanctioned University activities that fall within the scope of their employment, the following should be referred immediately to the Office of the Vice President and General Counsel: all documents, subpoenas, or contacts relating to pending or potential legal proceedings or governmental investigations; and all documents, questions, or contacts from an attorney or law enforcement or regulatory authority, whether requesting information or otherwise and whether verbal or written.

2-18 TRAVEL TO MEETINGS OF SCHOLARLY ORGANIZATIONS

University policy is to subsidize in part or in full, within budgetary limitations, faculty attendance at learned or professional society meetings when the individual is an officer of the association, is presenting a paper, or is taking some other official part in the meeting. Occasionally, other reasons may provide the basis for support. Department chairs, for example, often find attendance at meetings essential to the recruiting process.

Requests for travel approval should be submitted well in advance of the date of the meeting through the chair to the dean (or directly to the dean in schools without departments). Such requests should include, in addition to routine information about the meeting and its

location, an estimate of the cost of the trip. Normally, reimbursement for air transportation costs is based on coach fare. Notice of action on the request by the dean will be sent to the department chair. If the request is approved, the individual undertaking the travel will be required to submit, upon his or her return, an itemized expense account recorded on the appropriate University form, together with receipts. This information is forwarded by the dean to Accounts Payable for reimbursement.

The Office of Auxiliary and Institutional Services administers the travel services program. All travel arrangements subject to reimbursement should be made through the University's authorized travel agencies. A listing of the authorized agencies, including website links, can be found at the Auxiliary and Institutional Services website <http://www.gwu.edu/~ais>.

Faculty and staff whose University' responsibilities include travel may apply for a corporate American Express card. The corporate card, which has no annual fee, should be used exclusively for approved University business expenses. The individual faculty member card holder, not the University, is responsible for all charges made to the card. An application can be obtained by calling the Office of Auxiliary and Institutional Services at 202-994-6400.

2-19 FACULTY RECORDS

On behalf of the Vice President for Academic Affairs, the Faculty Personnel Office maintains the official appointment files for the faculty. These files are established at the time of employment and are afforded confidential treatment. They contain copies of appointment letters and acceptances, Personal Data forms, Annual Report forms, and information relating to contracts, leaves, and other matters of an academic nature.

Faculty are encouraged to review their files periodically. Files may be reviewed by appointment during regular business hours. One copy each of documents contained in the files will be provided without charge upon request. To ensure that personnel files are complete and current, faculty must regularly record with the Faculty Personnel Office any changes such as new degrees awarded, changes of address and telephone numbers, etc. The Payroll Office also must be notified of an address change.

Files on faculty benefits are maintained in the Department of Human Resource Services. Questions relating to benefits may be referred directly to the Benefits Division.

2-20 ANNUAL REPORTS

In the spring semester each year, full-time faculty are required to complete the Annual Report form, covering their professional activities and accomplishments during that academic year, and the Financial Interest Disclosure form. This annual reporting provides an opportunity for faculty members to update the information in their personnel files on degrees, publications, committee assignments, and other research and public service activities. The completed Annual Report forms, together with the chair's Evaluative Comments form that accompanies each report, are forwarded to the dean by the department chair. This process also provides an excellent opportunity for the chair and/or dean to discuss with individual faculty members their continuing professional development. The dean completes the Annual Report form by adding comments and recommendations. Faculty have the opportunity to review and to respond in writing to comments that chairs and/or deans have appended to their annual reports. The annual reports are forwarded to the Office of the Vice President for Academic Affairs, where they become a part of the faculty member's personnel file.

Annual Report and Evaluative Comments forms are usually distributed to the dean's offices in March.

2-21 GUIDELINES FOR POLITICAL CAMPAIGN ACTIVITIES ON BEHALF OF CANDIDATES FOR PUBLIC OFFICE

The following guidelines govern University employees and facilities in their relation to political campaign activities:

1. Neither the name nor seal of the University or of any of its schools or other units may be used on letters or other written material intended for support for a political campaign on behalf of or against any candidate for public office, political party, or political action committee, including the solicitation of funds for such purpose or activities.
2. No University office and no faculty or staff member's office may be used as a return mailing address for the solicitation of funds for political campaigns on behalf of or against any candidate for public office or for the solicitation of an endorsement of any candidate for public office, political party, or political action committee.
3. University funds, duplicating machines, computers, fax machines, or other equipment or supplies may not be used on behalf of or against any campaigning candidate for public office, political party, or political action committee.
4. No office employee or other employee of the University may be asked to perform tasks in any way related to a political campaign for public office, a political party, or political action committee while on regular duty.

2-22 FACULTY LEAVE

ANNUAL LEAVE

Full-time and regular part-time faculty on academic-year appointments do not accrue annual leave because comparable time is provided by the academic calendar.

Full-time and regular part-time faculty on fiscal-year appointments accrue annual leave, which must be used during the fiscal year in which it is accrued and taken at times approved by their department chair or dean, as appropriate. Full-time faculty members on fiscal-year appointments accrue 22 working days of annual leave per year. Regular part-time faculty on fiscal-year appointments accrue leave at the rate of 22 working days per year prorated for their percentage of effort. Faculty on fiscal-year appointments do not receive compensation for unused leave upon termination of employment.

TEMPORARY DISABILITY LEAVE

When full-time faculty members are unable to work due to a short-term illness of one month or less and other members of the faculty assume their duties on a temporary basis, no formal leave request is necessary. If the absence exceeds one month, a request for temporary disability leave, accompanied by documentation from a licensed physician, must be made through the department chair and dean to the Vice President for Academic Affairs.

For faculty members with two or more years of service, additional leave with salary for a period not to exceed five months may be authorized.

Temporary disability leave for faculty with less than two years of service shall be without salary beyond the first month. Eligible faculty on academic-year appointments receive temporary disability salary payments only for those months of their temporary disability that fall within the academic year.

The Medical Center has an established salary schedule for temporary' disability. Medical faculty should consult the Office of Medical Center Faculty Affairs.

The Family and Medical Leave Acts and policies governing their use may apply.

MATERNITY LEAVE

The University provides leave for medical disability resulting from pregnancy, childbirth, or related medical conditions on the same basis as for other medical disabilities. The Family and Medical Leave Acts and policies governing their use may apply. Non-medical absences for the birth or adoption of a child are also covered under the Family and Medical Leave Acts.

FAMILY AND MEDICAL LEAVE

For faculty based in the District of Columbia, leave for purposes of specified child care is governed by the District of Columbia Family and Medical Leave Act, which generally provides eligible employees with up to 16 weeks of unpaid family leave during any 24-month period, and the federal Family and Medical Leave Act, which provides eligible employees with up to 12 weeks of unpaid leave during a 12-month period. Leave time under the federal and D.C. laws run concurrently, to the extent possible.

In the case of faculty on academic-year appointments, when leave under these Acts is begun in the course of the spring semester, the leave will be considered to continue to run in the months of June, July, and August, as may be required to complete the period of 16 weeks. A request for leave under these Acts must be made through the department chair and dean to the Vice President for Academic Affairs.

While a faculty member is on leave pursuant to these Acts, the University will continue to pay its usual contribution toward his/her health insurance premium. The faculty member is required to pay his/her contribution to maintain coverage.

The federal and D.C. laws each have their own conditions, which should be discussed with the Benefits Division.

PARENTAL LEAVE

The University adheres to the District of Columbia Parental Leave Act. This Act provides a member of the faculty who is a parent, guardian, custodian, aunt, uncle, grandparent, or the spouse of any of the aforementioned, with a total of 24 hours of leave during any 12 month period to attend or participate in school-related events for his or her child. A school-related event is an activity sponsored by either a school or an associated organization such as a parent-teacher association.

ACADEMIC LEAVE

Sabbatical and other types of leave, including partial leave for family or medically related purposes, are described in the Faculty Code.

2-23 PARTIAL RETIREMENT

Full-time members of the faculty who qualify under the provisions of Section VII.D of the Faculty Code may retire partially by reducing their service to the University to either a two-thirds-time or a half-time basis. Either basis will, in general, include teaching, research, and other services proportionate to that considered normal for a full-time faculty member in the relevant department, school, or other division of the University. Any determination of programmatic needs as required by Section VII.D of the Faculty Code and any combination of effort proposed by a faculty member must be approved by the department chair, the dean, and the Vice President for Academic Affairs.

The faculty member's salary shall be, as applicable, two-thirds or one-half of the established full-time salary, and eligibility for annual salary increases shall continue.

Once a faculty member has elected to retire partially, he or she may not increase the level of service thereafter. At the same time, the faculty member's salary and fringe benefits may not be reduced. The faculty member may elect to retire fully at any appropriate time.

SECTION 3: EMPLOYEE BENEFITS

3-1 GENERAL GUIDELINES ON ELIGIBILITY AND ENROLLMENT

Employee benefits at the University are provided or made available to full-time and regular part-time members of the faculty employed by the University. Faculty affiliated with the University through contracts with the institutions by which they are employed should consult their employers for information about benefits.

Due to changes that have taken place in the administration of University benefits since 1999, we are temporarily removing this section from the Faculty Handbook until the revisions are complete and replacing it with a link to the GW Benefits website. For the most up-to-date information and answers to questions related to your benefits, please call 703-726-8382 or go to: <http://financeoffice.gwu.edu/benefits>

SECTION 4: OPERATIONAL GUIDELINES—TEACHING

NOTE: University bulletins contain much of the information that is repeated here for emphasis.

4-1 STUDENT RECORDS

Since the fall of 1981 student records have been maintained electronically; records prior to fall 1981 are on microfilm. Instructional staff may have access to these records at the Registrar's Office.

The Family Education Rights and Privacy Act (FERPA) prohibits the disclosure of student records to unauthorized parties. Access to student information is granted only to individuals who have the student's written permission, to parents who can demonstrate that they claim the student as a dependent for income tax purposes, and in response to a valid subpoena as provided by FERPA. The Registrar's Office does, however, release directory information. According to the *Guide to Student Rights and Responsibilities*, Section 111. Disclosure of Personally Identifiable Information from Student Records, directory information includes name, local address, and telephone number: name and address of next of kin: dates of attendance; school or division of enrollment; field of study; credit hours earned; degrees earned: honors received; weight, height, and age of members of athletic teams; and participation in organizations and activities chartered or otherwise established by the University, including intercollegiate athletics.

Federal law also entitles students to review their scholastic records at all levels. This includes a student's right to review letters of reference written by faculty unless this right is expressly waived. University policy prohibits faculty from requiring such waiver as a condition for writing a reference.

Questions concerning the policy should be directed to the Registrar's Office at 202-994-4900.

4-2 STUDENT ADVISING AND REGISTRATION

Advising is usually scheduled during the periods immediately preceding the fall and spring semesters. Faculty members are expected to be available for student advising and to be familiar with the academic requirements as stated in the bulletins.

Faculty are also encouraged to participate in summer orientation and registration programs, which afford an opportunity for new full-time undergraduates to take the necessary placement tests, select their first-semester courses with the assistance of a faculty advisor, and complete registration. Information about the orientation and registration program is available from Colonial Inauguration, phone 202-994-GWCI; website <http://www.gwu.edu/~go2ci>.

International students are subject to certain restrictions regarding their academic programs and employment. It is recommended that faculty consult with the staff of the International Services Office when advising international students in matters regarding course loads, changes of degree program or major, and related issues.

4-3 SCHEDULES OF CLASSES

Schedules of classes are published in advance of the beginning of the fall and spring semesters and the summer sessions. Separate schedules are published for off-campus and Virginia Campus programs. Schedules are accessible at <http://www.gwu.edu/courses>.

4-4 CLASSROOM ASSIGNMENTS

The Scheduling Office coordinates classroom assignments among schools. Deans coordinate all classroom scheduling for their units. Occasionally, classroom assignments are changed to accommodate students with disabilities or for other reasons. All class sessions and examinations must be held in the assigned room, unless a change has been approved by the Scheduling Office. Requests for changes should be sent through the department chair to the dean's office and, in turn, submitted to the Scheduling Office.

4-5 CLASSROOM MAINTENANCE, SECURITY, AND EMERGENCIES

To report a classroom in need of minor maintenance or better temperature control, call the Facilities Management office at 202-994-6706. To report a crime or a health or public safety emergency, call the University Police Department at 202-994-6111. Officers are on duty and dispatchers respond to emergency calls 24 hours a day, 7 days a week. Additional information about facilities management, and safety and security is provided in the University Services section.

4-6 CLASSROOM INSTRUCTIONAL RESOURCES

Several sources of support for the use of instructional technology in the classroom are available. The Instructional Technology Laboratory (ITL), located in Gelman B-05, has knowledgeable staff and the equipment necessary to train and assist faculty in the development of sophisticated computer-based instructional aids. Call 202-994-0485 or visit the website <http://www.gwu.edu/~itl>.

Seven classrooms are equipped for hands-on computer exercises, and several classrooms are outfitted with "electronic lectures" that have connections for notebook computers, a VCR, and connection to a projector mounted on the classroom ceiling. Other classrooms are also equipped with computers as well as projection equipment. One classroom is especially designed for distance education using standard videoconferencing hardware. Students and faculty may obtain accounts to use the computers in the computer classrooms from the technical assistance office located in the Academic Center. B-101.

Media and Audiovisual Services (MAVIS), located in Gelman B-02, provides audiovisual equipment and technical support to much of the Foggy Bottom campus. For assistance, call 202-994-6378. Faculty teaching in the Hall of Government and Monroe Hall may obtain audiovisual support from SBPM Audiovisual Services (Monroe Hall 304, 202-994-8304). The Law School, School of Medicine and Health Sciences, and School of Public Health and Health Services maintain their own audiovisual services.

4-7 CLASS LISTS

Lists of registered students are sent to department chairs at three intervals: at the opening of classes, at the end of the second week of classes, and at the end of the sixth week of classes.

These lists are to inform faculty of “drops” and “adds” and need not be returned to the Registrar’s Office.

4-8 GRADUATE OR UNDERGRADUATE CREDIT

Each instructor must determine at the beginning of the semester whether students are enrolled for graduate or undergraduate credit. No graduate credit can be given for courses numbered under 101. Students must complete extra work to earn graduate credit in a 100-level course; 200-level courses are primarily for graduate students but, with the approval of the instructor, may be open to qualified undergraduates.

4-9 COURSE CHANGE AND WITHDRAWAL

Adding or dropping courses may be effected by telephone until the end of the second week of fall and spring semester classes. Thereafter, course withdrawal or complete withdrawal from the University is not official until a registration transaction form is completed, approved by the dean, and submitted to the Registrar’s Office. Faculty as well as students should be aware that oral notification does not constitute official action.

4-10 AUDITORS

In special instances, a person who has been admitted to the University may, with the permission of the instructor, be registered as an “auditor” (no academic credit) in a course. An auditor is not required to take an active part in class exercises or to take examinations. Auditors are indicated on class lists and final grade sheets by the symbol “AU.” A student who audits a course may not take the same course later for credit. A student may not change from audit to credit or from credit to audit except with the permission of the instructor and the dean of the school. A registration transaction form is used for this purpose.

4-11 CLASS ATTENDANCE

Students are not permitted to attend class if they do not appear on the class list distributed during the sixth week of classes. Such students should be referred to the Office of the Registrar to confirm their registration. Students who do not present proof of registration in a reasonable time should not be allowed to attend the class. Regular attendance is expected. Attendance regulations for a particular school may be found in the appropriate bulletin for that school.

Faculty may, at their discretion, make class attendance a contributing factor to course grades. When attendance is a contributing factor, the extent to which attendance contributes to the grade must be clearly indicated on the course syllabus, and reliable records of class attendance must be maintained. Attendance at all scheduled evaluations (e.g., examinations, quizzes, in-class writing assignments) is required; course syllabi should specify the dates of such evaluations or the timing of notification (e.g., one week prior to the evaluation date) of the evaluations. Generally, faculty may require a written excuse from an appropriate agent when a required class meeting is missed. Faculty should consult with their dean’s office to determine the specific policies for their school.

Faculty who teach undergraduate courses should inform themselves of their school’s mandatory academic warning program, whereby freshmen who are doing substandard

work (which includes written work below “C” or failure to attend class) are informed by or (if possible) before the eighth week of the semester.

4-12 RELIGIOUS ACCOMMODATION

In response to resolutions from the Faculty Senate, the University recommends that faculty accord students, on an individual basis, the accommodation of absence from class on their traditional religious holidays without academic penalty. Faculty should schedule examinations and other academic requirements to avoid conflict with these holidays and permit such students to make up missed examinations. Faculty who intend to observe a religious holiday should arrange at the beginning of the semester to reschedule the missed class or make other provisions for their course-related activities. A memorandum outlining the policy and providing the dates of religious holidays for the academic year is mailed to deans and department chairs in July and November of each year. National holidays observed by the University during the academic year are listed in the bulletins and in each semester’s schedule of classes.

4-13 ADVERSE WEATHER CONDITIONS

As a general policy, the University will remain open despite adverse weather or travel conditions and other emergency situations. Faculty should make every effort to meet classes as usual during such periods. In the event it becomes necessary to cancel classes, announcements will be aired by local radio and television stations. The President, Vice President for Academic Affairs, and Vice President and Treasurer are the only representatives of the University who can authorize these announcements.

Should adverse weather conditions develop during normal teaching hours, i.e., 8 a.m.-10 p.m., such that canceling classes or closing the University is justified, the deans’ offices will be notified immediately. The dean/designee, in turn, is responsible for communicating that information to all department chairs, program directors, and other administrators. The latter individuals are then responsible for transmitting the message to their faculty and staff.

To receive current information concerning the operational status of the University, call 202-994-5050.

The Medical Center operates under separate adverse weather policies that are distributed to all its faculty.

4-14 STUDENT REFERRALS

Instructors should report to their deans or to the Dean of Students the names of students with apparent academic or psychological problems or neglected medical conditions. These students may be referred to the Counseling Center, the Student Health Service, the Speech and Hearing Center, or other appropriate source of assistance.

4-15 POLICY ON ACADEMIC INTEGRITY

In order to fulfill its purposes, the University community maintains established guidelines for academic behavior. Faculty members are responsible for invoking the procedures outlined in the University’s Code of Academic Integrity whenever they discover or have brought to their attention instances of apparent academic dishonesty.

Definitions, policies, and procedures relating to academic integrity are published in the University's Code of Academic Integrity and in the *Guide to Student Rights and Responsibilities*, copies of which are available from the Office of the Dean of Students.

Questions on the policy should be addressed to the department chair, the dean, the executive coordinator of the Academic Integrity Office, or the Associate Vice President for Academic Planning and Special Projects.

4-16 THE GRADING SYSTEM

Complete information concerning the grading system is contained in the bulletins. Grades are mailed to students by the Registrar at the close of each semester. Grades are also available through the touch-tone system and through GWIS2.

COURSE INFORMATION

Faculty should provide students at the beginning of the semester with written information sheets that include their name, office address and office hours, phone number and/or e-mail address, as well as the course description, course requirements, and basis of grading. Information sheets should be filed each semester with the department or dean's office.

INCOMPLETE

Students are given the grade of Incomplete if they cannot complete course work for reasons beyond their control. Students must inform instructors of the reasons and receive approval from the instructors before the date when grades must be reported. The grade may be used only if the student's prior performance in the course and class attendance have been satisfactory. In assigning a grade of Incomplete, the instructor should specify in writing the work that the student must complete in order for a grade change to be initiated. Any failure to complete the course work, which is not satisfactorily explained to the instructor before the date when grades must be reported, will result in a grade of "F." If acceptable reasons are presented later, the instructor may initiate a grade change. The grade of Incomplete cannot be removed by re-registering for the course here, or by taking its equivalent elsewhere. For details on changing the grade of Incomplete, see the regulations of the school or division concerned in the appropriate bulletin.

CHANGE OF GRADE

All changes of grade must be made on the official Supplemental Grade Change Report form, available in the Registrar's Office.

Other than in the case of a grade of Incomplete, a grade may be changed only when an error in computation is discovered. Once a grade has been submitted to the Registrar, it may not be changed by re-examination or assigning extra work.

4-17 POSTING OF GRADES

The George Washington University is committed to protecting the confidentiality of student education records, as required by law. The law extends to actions taken by faculty relative to student records, including the posting of grades. Grades are only to be posted with anonymity guaranteed to the student. Posting grades with student names, social security numbers, or any other personally identifiable key is not acceptable. Even the use of a portion of, or variation on, the name or social security number is to be avoided.

If grades are to be posted, it is necessary for the faculty member to develop a key whereby the faculty member and each individual student agree on an artificial identifier for the student. One method to achieve this would be for the faculty member to assign a random number to each student.

Any questions about student record confidentiality should be directed to the Office of the Vice President and General Counsel at 202-994-6503.

4-18 FINAL GRADE SHEETS

Final grade sheets are sent to department chairs for distribution to the faculty during the last full week of classes each semester. Directions accompanying the grade sheet should be noted, because changes in procedure may occur from one semester to another. By the indicated deadlines, grade sheets must be hand delivered by non-student personnel to the Registrar's Office. To protect student confidentiality and to ensure receipt, grade sheets must never be sent through campus mail or the U.S. Postal Service. Faculty may request that the Vice President for Academic Affairs grant them a reasonable time extension for the submission of grades in courses with 50 or more students when the final examination is scheduled during the last three days of the examination period. The Law School, School of Medicine and Health Sciences, and School of Public Health and Health Services faculty should follow the instructions circulated for those schools.

4-19 EXAMINATIONS

University policies and procedures covering the conduct of examinations are outlined below.

SCHEDULE

Final examinations for undergraduate courses are scheduled to occur at the end of each semester, as announced by the Registrar's Office, normally through the *Schedule of Classes*. No changes in the scheduled day and hour are to be made unless approved by the Registrar and by the dean and coordinated through the Scheduling Office. Examinations for courses numbered 201 or above are scheduled, if desired, by the individual department or instructor. Room assignments for these examinations must be cleared with the Registrar's Office in a timely manner. Final examinations for the Law School, School of Medicine and Health Sciences, and School of Public Health and Health Services are scheduled by the appropriate dean's office.

PREPARATION OF MATERIALS

All examination questions should be kept in the personal possession of the instructor or under lock until the time of the examination. All drafts and waste copies should be destroyed.

CONDUCT OF EXAMINATIONS

The instructor in charge of a course is responsible for the conduct and direct supervision of examinations. Proctors may be utilized to ensure the proper conduct of examinations, with the approval of the department chair and in accordance with the following formula:

Classes of 25 or fewer	None
Classes of 26 to 50	1 proctor
Classes of over 50	2 proctors

No materials except those specified and actually needed by the students should be in evidence during the examination. Upon collection of papers, the instructor should make a check against the class roll to determine whether any students have missed the examination.

4-20 RETENTION OF GRADED EXAMINATIONS AND PAPERS NOT RETURNED TO STUDENTS

Examinations and papers that have not been returned to students should be retained by the instructor for one year after the semester during which the work was submitted. Students shall have appropriate limited access to their examinations and papers during the retention period. Faculty shall use suitable measures to protect the confidentiality of such materials.

4-21 THESES AND DISSERTATIONS

Each school has its own regulations and procedures governing the preparation of theses and dissertations. All schools also adhere to a common set of "Standards for the Supervision of Dissertations" adopted in 1998. Copies of this document and other applicable policy statements and forms should be distributed to students by their faculty advisors or thesis or dissertation directors. Copies may be obtained in the office of the dean of the school concerned.

4-22 CURRICULUM CONTROL

When departmental or program decisions have been reached and review procedures within a school have been completed, proposals to change existing programs or fields, or to implement new programs or major fields, should be submitted on a Master Program Data Form to the Office of the Associate Vice President for Academic Planning and Special Projects. Master Course Data Forms should be used for proposals to offer new courses, delete existing courses, or change existing courses significantly (the last includes substantive title changes). All proposals for new courses and programs should undergo a library resource review by the appropriate University library for completion of a library impact statement. Proposals for new doctoral programs will be reviewed by the Council on Doctoral Programs. New degree programs require the approval of the Board of Trustees.

4-23 OFFICE HOURS

The University does not specify precise regulations governing faculty office hours, nor is it compatible with the academic environment to attempt this. However, it is evident that the ready, regular, and ample availability of faculty to students and to other members of the University community is essential. Faculty members will vary widely in the use of their offices. Some will spend most of their out-of-class time in them; others, engaged in research or other professionally related activities, will observe specific office hours. In either case, it is expected that office hours of sufficient extent and variety will be posted so that students have easy access to their instructors and advisors.

Academic departments will maintain a list of all faculty members' (both full- and part-time) office hours during the semesters and summer sessions. It is important that this information is kept current.

SECTION 5: OPERATIONAL GUIDELINES—RESEARCH

5-1 UNIVERSITY POLICY ON RESEARCH

Scholarly activity is expected of all faculty members. The University does not attempt to influence the kind of research undertaken, but it may regulate the proportion of effort invested in research relative to teaching and other academic professional duties, depending on the mission of the department and the choice of the faculty member.

The University recognizes that the scholarly achievements of its faculty form an extremely important element in the University's academic reputation and hence its ability to attract and retain the best faculty and students. The following guidelines have been adopted to help promote faculty research while ensuring that the University's own integrity is preserved.

1. The University encourages both sponsored and non-sponsored research. The collegial involvement of graduate and undergraduate students in faculty scholarship is strongly encouraged.
2. The University supports no research that involves the destruction of human life or the impairment of human capacities and abides by federal regulations concerning the protection of human subjects in all research, both sponsored and non-sponsored, whether conducted primarily by faculty or by students.
3. The University requires the proper and humane treatment of all animals involved in research, both sponsored and non-sponsored, whether conducted primarily by faculty or by students, and will fulfill all necessary local and federal requirements for their housing and maintenance.
4. The academic research program of any student working toward any degree may not be classified or restricted from access by other members of the academic community.
5. Agencies that sponsor research are not permitted to influence the selection or promotion of faculty members engaged in research or to influence the nature or direction of the research being sponsored. The development and execution of a sponsored project, once approved by the sponsoring agency, is the responsibility of the principal investigator. It is understood that this may also involve the University in contractual obligations with the sponsoring agency.
6. University policy does not allow faculty to pursue research projects that restrict the freedom of the investigator to reveal the purpose, scope, or findings of the research. The University does not engage in classified research. Private consulting activities of faculty undertaken in accordance with applicable University guidelines are not covered by this prohibition.
7. In certain instances, if research is funded by an external sponsoring organization, the University may agree, when justified, to a request for delay of publication of the results for up to 60 days.

5-2 ADMINISTRATIVE SUPPORT STRUCTURE FOR RESEARCH

The Associate Vice President for Research and Graduate Studies, working with the deans, is responsible for administering University-wide policies governing the conduct of research and for helping to develop all aspects of faculty research throughout the University. This

office coordinates with the office of the Associate Vice President for Research in the Medical Center.

PROGRAM ADMINISTRATION

Specific responsibility for administration of sponsored programs is assigned to the director of the Office of Sponsored Research for the University and to the director of the Medical Center Office of Research. These offices provide the following services:

1. Advising faculty in the pre-proposal stages of focusing research ideas and identifying potential sponsoring agencies, including use of on-line search services such as Community of Science.
2. Offering guidance and assistance to faculty in preparing proposals, including information about the specific requirements of a particular sponsor as to format and budget presentation, as well as budget calculation and other matters, and logistical help with interdisciplinary proposals.
3. Reviewing plans and proposals for research projects and sponsored programs to ensure that the proposals are consistent with University policy; have been endorsed by the appropriate University officials; have met the necessary personnel, facilities, and other requirements; and are both accurate as to budget details and in accordance with the University's indirect cost and fringe benefit rates.
4. Assisting principal investigators in solving day-to-day administrative and operational problems, and ensuring that matters involving property, travel, consultants, services, and personnel actions meet the award terms and are in compliance with University regulations.
5. Informing administrative offices, relevant committees, and faculty of the nature and scope of sponsored project activities, especially of new grants or contracts awarded.

PROPOSAL REVIEW

The principal investigator for a sponsored project must be a regular or research professor (rather than in limited-service status) or have an appointment as a research scientist or higher. A completed proposal for funding, signed by the principal investigator, must be approved by the department chair and the dean, or their designees, and submitted to the Office of Sponsored Research or the Medical Center Office of Research. When appropriate, it should also be endorsed by the Institutional Animal Care and Use Committee for projects involving warm-blooded animals, the University Committee for Research on Humans or the Medical Center Committee on Human Research for Institutional Review Board approval of projects involving human subjects, and/or the Biosafety Committee for projects involving hazardous materials. Department chairs and deans are responsible for ensuring that proposals and projects are in accord with departmental/school objectives and that equipment and space needs are met. Any necessary budgeting for these requirements or for cost sharing from school or departmental funds should be considered and approved at the time a proposal is prepared. Department chairs and deans, by signing, are accepting the financial responsibility of their unit for any eventual cost overruns and/or disallowances.

Sufficient time should be allowed for processing a proposal within the University. Ordinarily, the Office of Sponsored Research or the Medical Center Office of Research must receive the proposal in final form at least five full working days prior to the sponsor's deadline date for submission: a longer lead time is advised. Proposals may not be

transmitted to sponsors until the Office of Sponsored Research or the Medical Center Office of Research has reviewed and approved them.

Some sponsors encourage informal discussion of proposal ideas before formal submission. Although such informal exchange is considered desirable, no firm commitment may be made to undertake a project until a proposal has been formally submitted and approved.

ALLOWABLE COMPENSATION AND ALLOCATION OF EFFORT

Faculty members have an annual base salary for either the academic or fiscal year. In this context, the base salary includes stipends paid to chairs and other similar amounts. When faculty members are engaged in a project that is financed by an outside sponsor, a stated fraction of their total effort is allocated to that project in accordance with the terms of the award. Teaching load and other University responsibilities are adjusted accordingly. Salary is allocated to the project using the same fraction as for the effort allocation. The base salary of faculty engaged in sponsored projects is not normally increased, even though funds for underwriting such an increase may be available from a sponsor.

An individual's total effort normally may not exceed 100 percent, although supplemental compensation for teaching overload may be approved under circumstances described in the Overload Compensation section of this handbook. Also, while a faculty member may not normally serve as a consultant to another University project, exceptions may be made when the service involves interdisciplinary work crossing departmental lines or when a separate or remote operation is involved. Compensation for such consulting is on a per diem basis, the rate determined by dividing an academic year salary by 156, or a fiscal year salary by 209.

A faculty member on an academic-year appointment may devote up to 100 percent effort on sponsored projects during the three summer months, subject to sponsoring agency limitations. Faculty members may not receive more than 3/9 of their academic-year salary during the three summer months, for sponsored projects, for teaching, or for a combination of the two, except when they serve as consultants to the University and receive supplemental compensation. A faculty member appointed on a fiscal-year basis (July 1 through June 30) is not entitled to additional compensation for sponsored research activities, except when serving as a consultant as specified above.

TRAVEL

Travel under sponsored programs is subject to procedures outlined in this handbook in the section entitled Travel to Meetings of Scholarly Organizations under Faculty Appointments and Personnel Policies, the University's travel services program description, and the *Handbook for Sponsored Programs*, unless superseded by specific conditions of the sponsor.

LEAVE FOR RESEARCH FACULTY

Faculty members with academic-year appointments who are engaged in summer research are entitled to 1 3/4 days of leave per month during their summer appointments, but they may not be compensated for unused leave. Research faculty appointed on a fiscal-year basis are entitled to one month of vacation leave. Upon termination of appointment, no compensation will be paid for unused leave.

HANDBOOK FOR SPONSORED PROGRAMS

The research policies and procedures of the University are described in more detail in the *Handbook for Sponsored Programs*, available upon request from the Office of Sponsored Research, and at the Office of Research and Graduate Studies website

(<http://www.gwu.edu/~avprgs>) and the Medical Center website (<http://www.gwumc.edu/research>).

THE UNIVERSITY COMMITTEE ON RESEARCH

Composed of 12 faculty members appointed by the President of the University, this committee is chaired by the Associate Vice President for Research and Graduate Studies. The Committee is responsible for administering the University Facilitating Fund and the Dilthey interdisciplinary research awards, both of which support faculty research. Once a year, the Committee issues a request for proposals, which are reviewed by all members of the Committee and ranked for academic merit. Awards are made until all proposals recommended for funding are supported or until allotted funds are exhausted. Funds are primarily intended to support faculty scholarship that cannot normally attract external funding or to provide seed money to help faculty obtain external funding.

THE ADVISORY COUNCIL ON RESEARCH

The Council, appointed by the Vice President for Academic Affairs, consists of a research-active faculty member recommended by the dean of each school and four at-large faculty members recommended by the Associate Vice President for Research and Graduate Studies. The Council advises the Associate Vice President for Research and Graduate Studies on all aspects of the University's research agenda. It helps to formulate an overall strategic plan for research, charters and recharter scholarly centers and institutes, advises on developing incentives and rewards for research scholarship, and helps to evaluate and select research programs for special development and institutional funding.

THE MEDICAL CENTER COMMITTEE ON RESEARCH

The Medical Center Committee on Research consists of 14 faculty members actively engaged in research and selected from the Medical Center Faculty Assembly for rotating three-year terms. They must be representative of the basic and clinical sciences. A minority of them are appointed by the Dean of the School of Medicine and Health Sciences and the Dean of the School of Public Health and Health Services. The committee is responsible for making recommendations to the Medical Center Faculty Senate in the area of research development and support: advising the deans regarding research issues: and making recommendations regarding the awarding of internal research support.

5-3 SCHOLARLY CENTERS AND INSTITUTES

In order to attract funding, particular research enterprises may require a critical mass of faculty, sometimes from different departments or schools, and a pooling of facilities and resources. The University recognizes that collaborative research contributes significantly to the academic stature of the institution. Faculty seeking to establish such units should submit an Application for Proposed Scholarly Center or Institute to the Associate Vice President for Research and Graduate Studies, who will review the request with the Vice President for Academic Affairs for recommendation to the President. The application is designed to elicit information on (1) the purpose of and need for the research unit in general terms; (2) the proposed administrative organization, including the role of regular members of the faculty; (3) the financial support required to sustain research activity at a significant level and the source(s) of these funds; (4) any external service functions of the research units and/or any formal external relations; (5) and space needs and how they are to be met. The application should carry the endorsement of the appropriate department chairs and deans.

Initial charters ordinarily are given for two years. A review is conducted before the expiration of the charter to determine whether a renewal is warranted. Units will be rechartered for periods of one to four years. The charter of an organized research unit may be terminated by the President at any time.

5-4 PATENTS AND COPYRIGHTS

The Policy on Patents and Scholarly Works of The George Washington University was adopted by the Board of Trustees in 1996 and the Copyright Policy in 1990 (currently under revision). The Associate Vice President for Research and Graduate Studies is the University official responsible for both patent and copyright matters. The Associate Vice President for Research and Graduate Studies consults the Patents and Scholarly Works Panel, a subcommittee of the Advisory Council on Research, when conflicts over intellectual property rights arise. Copies of both the patent and copyright policies are available from the Office of Sponsored Research and the Medical Center Office of Research (or at <http://www.gwu.edu/~avprgs>).

5-5 CONFLICTS OF INTEREST

The Policy on Conflicts of Interest and Commitment, adopted by the Board of Trustees in 1998, is applicable to faculty. The Associate Vice President for Research and Graduate Studies is the University official responsible for matters related to this policy as they pertain to sponsored projects. The Financial Interest Disclosure form, which is part of that policy statement, is to be completed, signed, and submitted with each sponsored project application to the Office of Sponsored Research or the Medical Center Office of Research, as applicable. All conflicts of interest must be identified for internal review at the time a proposal for outside funding is submitted and must be resolved before any agreement is completed and work begins.

As the conflict of interest policy indicates, when support for research is sought, a clearly stated agreement should be negotiated, setting forth in writing the expectations of the faculty member, the University, and the external entity. Funding amounts and other financial arrangements, realistic timetables for mutually agreed-upon objectives, and intellectual property agreements should all be put in writing before work begins. If the research project involves a product with commercial potential, this prospect must be made known to all parties in advance and appropriate agreements regarding ownership should be established.

Copies of the policy are available from the Office of Sponsored Research (or at <http://www.gwu.edu/~avprgs>). The policy is also distributed to department chairs each year with the request for faculty annual reports. Signing the Financial Interest Disclosure form is part of the annual reporting process for faculty.

5-6 MISCONDUCT IN RESEARCH

The University's Policy on Misconduct in Research fulfills the general requirement of research sponsors that institutions maintain appropriate policies and procedures relating to misconduct in research. It sets forth the definition of misconduct in research and procedures for investigating and resolving allegations of misconduct. Copies of the policy are available from the Office of Sponsored Research and the Medical Center Office of Research (or at <http://www.gwu.edu/~avprgs>).

5-7 POLICY ON RESEARCHERS WITH TEACHING APPOINTMENTS

This policy is applicable to research faculty members who hold appointments such as assistant research professor, associate research professor, or research professor. The policy addresses two possible scenarios, with a goal of building better relationships with faculty in research roles.

The first scenario is one in which a research faculty member wishes to teach a course, or a GW school wants the research faculty member to teach a course, but the person is committed 100% to a grant or contract (as certified through sign-off by the principal investigator). In this case, the purpose of the policy is to allow the research faculty member to be reimbursed for teaching a course at more than the standard part-time rate.

The second scenario is one in which a research faculty member is supposed to be committed 100% to a grant or contract, but funding ends up less than 100%, and the research faculty member is certified as having an effort less than 100%. In this case, the aim is to make up some part of a salary shortfall through teaching but, again, not at the usual part-time rate.

Research faculty in positions of assistant research professor, associate research professor, and research professor, will be paid at a specific rate for teaching that is applicable only to such appointments. These research faculty members will be permitted to teach one course per semester. In the first scenario described above, the course will be taught as an overload, with the understanding that the research commitment will not be compromised in any way. The teaching function must be truly an overload.

In the second scenario described above, the teaching may be used to fill in partially or completely the missing part of a 100% effort, provided that the rate fraction (discussed directly below) does not exceed the missing salary fraction. If the rate fraction exceeds the missing fraction, the teaching must be handled as an overload to insure, as in the first case, that no compromise in certification occurs.

The agreed upon rate for teaching a course by an individual appointed in a research position will be 1/11th of the full fiscal-year salary of the person in the position. In the first scenario, the overload payment will be 1/11th of the salary for the 100% certification of effort in the research.

In the second scenario, the fill-in amount would be 1/11th of the previously expected 100% effort amount, as calculated by scaling the fractional effort to 100% for a 12-month appointment.

Such payments are wholly contingent on the department or school having the funds available to pay at such rates. Funds will not be added to the department or school budget from funds external to the school for this purpose. Decisions to proceed in this manner must be approved by the dean of the school.

Any exception to this policy must be approved by the Associate Vice President for Research and Graduate Studies after submission of appropriate requests to the Office of Sponsored Research and to the Office of Faculty Personnel prior to the commitment.

SECTION 6: ACADEMIC RESOURCES

6-1 ACADEMIC PUBLICATIONS

Academic Publications oversees all University publications that deal with academic matters. The office is responsible for the several annual bulletins, commencement programs, and school and department brochures. Publications that include information on the academic offerings of the University should be cleared through Academic Publications. The office also reviews Master Course/Program Data Forms for structural consistency with existing courses and programs.

6-2 CENTER FOR ACADEMIC TECHNOLOGIES

The Center for Academic Technologies (CATs) promotes and supports pedagogical innovation and the use of information technology in support of pedagogy and research. The Center's Instructional Technology Lab (ITL), located in Gelman B-05, assists and trains faculty in the incorporation of technology into teaching through hands-on workshops and one-on-one consulting. For additional information about the ITL, call 202-994-0485 or visit the website <http://www.gwu.edu/~itl>. Client Services trains and assists faculty in the setup and use of technology in the classroom, and can be contacted by calling CATS at 202-994-9585. Students and faculty may obtain accounts to use the computers in the computer classrooms from the technical assistance office located in the Academic Center, B-101.

Faculty may arrange for delivery to the classroom of notebook computers, projectors, VCRs and other audiovisual equipment from Media and Audiovisual Services (MAVIS) located in Gelman B-02. MAVIS will also deliver VHS tapes and other media to the classroom along with the equipment. For information, call 202-994-6378.

All use of University computing and networking resources is governed by the Code of Conduct for Users of Computing Systems. This document is available from CATs, Information Systems and Services (ISS) or website address <http://www.gwu.edu/~circ/docs/cofc.html>.

6-3 CENTER FOR DISTANCE AND MEDIATED LEARNING

The Center for Distance and Mediated Learning (CDML) helps GW faculty and staff identify resources, methods and strategies for implementing mediated-learning at a distance and locally. The CDML also promotes the delivery of new educational programs via electronic communications technologies, provides new interdisciplinary and collaborative educational initiatives, clarifies and implements appropriate administrative procedures, and supports research on distance and mediated learning techniques and approaches. The CDML is engaged in policy analysis and development, sponsored research activities support, instructional materials and program development, faculty development, software support and development, and marketing initiatives relevant to distance and mediated learning. The CDML can be reached at 202-973-7653, Information is also available from the website <http://www.gwu.edu/~cdml>.

6-4 CENTER FOR EXCELLENCE IN LEARNING AND TEACHING

The Center for Excellence in Learning and Teaching (CELT) supports learning at all levels and in all contexts of university activity. CELT encourages, coordinates, and markets activities that promote excellence in teaching and learning including those of the Center for Academic Technologies, the Center for Distance and Mediated Learning, GW Television, Gelman Library, and other University units.

Activities of the CELT include:

- Promoting excellence in teaching and learning at the individual, program, department and institutional levels.
- Promoting better understanding of how humans develop as lifelong learners, how to perceive learning needs, and ways in which to create positive contexts for learners with diverse needs based on local and global research findings.
- Influencing policy decisions for the continuing development of organizational, physical and technological environments in which teaching and learning scholarship can prosper.
- Developing a sense of common purpose and fostering cooperation among all members of the GW learning and teaching community.
- Providing methods and measures for assessing the impact of teaching strategies, learning contexts, and curriculum innovation on learning outcomes.
- Promoting an environment for continuous learning, experimentation, and systemic, professional and personal change among all members of the University community.

For information about CELT programs and initiatives, visit the website <http://www.gwu.edu/~utcweb>, or call 202-994-6398.

6-5 CONFERENCE MANAGEMENT SERVICES

Conference Management Services supports the University's academic mission by bringing greater visibility to GW's intellectual resources. It provides the support that allows faculty the freedom to focus on the substance and academic integrity of conference programs and the exposure that helps to spotlight faculty research and generate outside interest. External recognition of departments strengthens the unity and collaborative efforts of academic teams, and the extension of faculty networks provides professional enrichment. A range of comprehensive services at all stages of conference production includes program development, administration, marketing, logistical arrangements, and registration. For more information, call 202-973-1105.

6-6 LIBRARIES

The facilities and services of the University Libraries are available to registered students and members of the instructional and administrative staff upon presentation of a GWorld Card. Accredited visiting scholars may request an ID card.

The George Washington University became a member of the Association of Research Libraries (ARL) in October 1998. Faculty, students and staff have reciprocal borrowing privileges with and can gain entrance to ARL Libraries. For a list of these institutions, contact

staff at the Gelman Library Circulation Department, or call 202-994-6558, or visit the ARL website (<http://www.arl.org>).

GELMAN LIBRARY

2130 H Street, NW

Current hours may be obtained by calling 202-994-6845.

The main library on the GW campus, Gelman Library, is a member of the Washington Research Library Consortium (WRLC), which focuses on maintaining and building ALADIN, the shared library catalog and electronic library system (<http://www.aladin.wrlc.org>). As a significant enhancement of Gelman's substantial holdings, WRLC provides direct borrowing privileges at, and book and article deliveries from, member libraries. In addition, faculty members and students may arrange to borrow materials from other libraries that are not members of WRLC at the Interlibrary Loan Desk. (The Library of Congress limits its interlibrary loans to faculty members.)

The Gelman Library's staff includes subject specialists who are responsible for developing services and collections to fit the needs of academic departments and programs. Each librarian supports at least one department or program, developing familiarity with departmental needs for library services, and acts as a library contact to assist in planning collections, services, and library instruction.

The Gelman Library Reserve Service offers both print and electronic reserve options for supplementary course materials; call 202-994-1364 for information about placing materials on reserve.

The Gelman website (<http://www.gwu.edu/~gelman>) is an extensive and growing resource for information about Gelman Library and its services, as well as a rich and selective resource for links to academic and subject websites and other electronic information.

BURNS LAW LIBRARY

716 20th Street, NW

Current hours may be obtained by calling 202-994-6646.

The Jacob Burns Law Library provides research support for the faculty, students, and staff of the Law School and serves the legal research needs of the entire University community. JACOB, the online catalog of the Law Library, reflects the holdings of the collection and is available through ALADIN. Information regarding the circulation policies of the Burns Law Library (which differ from those of Gelman Library) can be obtained from the Circulation Department, 202-994-6648. Because of space limitations, non-law students are permitted limited use of the Law Library for research purposes only. Borrowing privileges are extended on a limited basis to non-law faculty and graduate students. To obtain semester passes for students conducting legal research, and to schedule tours or bibliographic instruction for classes, contact the Reference Department at 202-994-6647. Additional information regarding the services of the Law Library is available at <http://www.law.gwu.edu/burns>.

ECKLES LIBRARY

2100 Foxhall Road, NW

Current hours may be obtained by calling 202-625-4588.

Eckles Library, a department of Gelman Library, supports the faculty, students, and programs of The George Washington University at Mt. Vernon College. Access to ALADIN

is available in the reference area. Reserve services and interlibrary loans may be requested at the circulation desk. Library facilities, including two preview rooms, a conference room, and a seminar room, may be scheduled for instructional or administrative use. Orientations and library instruction for classes are provided upon request.

HIMMELFARB HEALTH SCIENCES LIBRARY

2300 I Street, NW

Current hours may be obtained by calling 202-994-2961

Himmelfarb Health Sciences Library serves the Medical Center, including the School of Medicine and Health Sciences and the School of Public Health and Health Services. All Medical Center staff and students and all GW faculty may use the Library during all open hours. GW staff and students not affiliated with the Medical Center may use the Library between 7:30 a.m. and 6 p.m., Monday through Friday only.

Information on holdings is available in the Library's web-based catalog (<http://opac.medlib.gwumc.edu>).

VIRGINIA CAMPUS LIBRARY

20101 Academic Way, Ashburn, VA

Current hours may be obtained by calling 703-726-8230

Library facilities and services are provided for registered students and faculty of GW whose research activities are directly related to course work at the Virginia Campus. The librarians serve as subject specialists to the departments and are responsible for collection development, serving as liaison to academic programs.

Students and faculty have access to the collection of books and journals, including borrowing privileges. Basic reference materials, print and electronic, are easily accessible both on campus and remotely via the Internet. A selection of journals appropriate to the Virginia Campus curricula is available for use in the Library. Study carrels, periodical reading areas, and computers are provided for research in the Library. Computers have full Internet access.

Library staff will obtain full-text articles and books from materials available at all WRLC libraries. The staff will also obtain materials from other libraries through Interlibrary Loan.

Closed studies in the Burns and Gelman libraries are available for assignment to faculty and graduate students. Information on policies and regulations governing their assignment and use may be obtained from the appropriate library.

GW faculty, students and staff have direct borrowing privileges at WRLC Libraries. While Law and Medical faculty are not eligible for WRLC direct borrowing, they may arrange interlibrary lending through their respective libraries.

Many libraries in the city are available to students for individual study, but they cannot be expected to provide books for class assignments.

6-7 OFFICE OF FELLOWSHIPS AND GRADUATE STUDENT SUPPORT

The Office of Fellowships and Graduate Student Support coordinates fellowship competitions external and internal to the University. For such major national fellowships as the Rhodes, Marshall, Truman, Luce, NSF, and Fulbright, the office organizes on-campus

competitions, disseminates information, and assists students and faculty in applying. The office operates a Fellowship Information Service on postdoctoral and graduate awards for faculty, students, and alumni on the major, as well as the lesser-known, advanced study fellowships; several databases relating to their availability are maintained. The office's website is <http://www.gwu.edu/~fellows/front.html>,

The office works closely with the schools to obtain financial support for graduate students and is responsible for allocation of internal funds for graduate support, whether from endowment income or University funding designated for graduate fellowships.

6-8 OFFICE OF INFORMATION TECHNOLOGY

The Office of Information Technology provides services including infrastructure planning and maintenance, enterprise network services, help desk staffing, PC support, and data center operations for the Medical Center. For assistance, call the Technical Support, Center at 202-994-2434.

6-9 SCHOLARLY AND PROFESSIONAL ACTIVITIES

The University affiliates with scholarly and professional organizations. Information about specific organizations is best obtained through the relevant academic department,

GW's University Seminars are a series of individual seminars that bring together scholars from the University and the Washington, D.C., area. Seminars meet monthly during the academic year, covering topics ranging from Globalism to Ancient Mediterranean Culture. A complete list of seminars may be obtained from the University Honors Program Office at 202-994-6816.

SECTION 7: UNIVERSITY SERVICES

7-1 ALUMNI RELATIONS OFFICE

The Alumni Relations Office, in conjunction with the General Alumni Association, makes available to alumni a number of services as well as an annual program of educational and cultural events. The objectives of the association and the office are to foster relationships between alumni and the University and promote the University's advancement.

7-2 AUTOMATIC TELLER MACHINES AND CASHIER

Automatic Teller Machines (ATMs) are located on the ground floor of the Marvin Center (800 21st Street, NW) and in the lobby of the Academic Center (801 22nd Street, NW). The Cashier's Office, on the third floor of Rice Hall (2121 I Street, NW), offers check cashing service to all full-time employees with valid identification cards. The Cashier's Office is open from 8:30 a.m. to 5 p.m., Monday through Friday. Check cashing may be limited during certain times of the year, such as class registration,.

7-3 BOOKSTORE

The University Bookstore is located on the ground floor of the Marvin Center, and is open Monday through Thursday, 7 a.m. to 7 p.m., Friday, 9 a.m. to 5 p.m., and Saturday, 11 a.m. to 4 p.m., during the academic year. Additional weekend hours are provided at the beginning of each semester and during special event weekends. Summer hours are Monday through Thursday, 9 a.m. to 6 p.m., and on Friday, 7 a.m. to 5 p.m.

Textbook order forms are made available to department chairs for distribution to the faculty before each semester, Fall textbook adoption forms should be returned to the University Bookstore by April 3; spring adoptions, by October 8; and summer adoptions, by March 6. It is recommended that faculty members determine their requirements for books and supplies as early as possible and place orders in a timely manner.

The University Bookstore website is <http://www.gwu.bkstr.com>

7-4 DEVELOPMENT OFFICE

The Development Office is responsible for seeking, recording, and acknowledging contributions to the University, In addition to conducting the Annual Fund, which seeks support for current operations, the office is engaged in raising funds for capital and endowed purposes.

Members of the faculty should always obtain approval from their respective deans and from the Development Office before soliciting contributions. All gifts to the University, or to a component of the University, that are received by faculty members should be transmitted to the Development Office for deposit. The Development Office will credit the gifts to the appropriate school or departmental account and does not impose charges on gifts processed. Faculty are asked to make a careful distinction between proposals for gifts or grants and proposals for sponsored research. Specific questions about fund-raising activities should be addressed to the Associate Vice President for University Development.

7-5 FACILITIES

Any emergency or minor maintenance work may be obtained by calling Facilities Management at 202-774-6706.

Custodial service is under the supervision of the Housekeeping Division of Facilities Management. University buildings are on a regular cleaning schedule. If special service is required for a particular area or room, at least two days' notice should be given.

7-6 GWorld CARD AND DEBIT DOLLARS

The GWorld Card is the University's official identification card. All faculty, staff, and students of The George Washington University are eligible to obtain a GWorld Card. Please bring a valid form of photo identification with you when visit the GWorld Card Office to obtain your card. There is no charge for your first card. If your GWorld Card is lost or stolen, your first replacement Card is also at no charge, but subsequent replacements cost \$25. There is no charge for replacing damaged cards,

The GWorld card provides varied services to members of the GW community. It is used as an access card, as a debit card, as a telephone calling card, as a means to check out library materials and use library photocopiers, and as a means of validation for specific services. Plans for the GWorld Card will expand in the future to include other services.

The GWorld Card Office is located in the Marvin Center, 800 21st Street, AT, ground floor, Hours of operation during the academic year are Monday through Thursday, 8:30 a.m. to 6 p.m.; Friday, 830 a.m. to 4:30 p.m.; Saturday and Sunday, 10 a.m. to 2 p.m. You can contact the GWorld Card Office by calling 202-994-1795, by faxing at 202-994-0686, or by e-mail to gworld@gwu.edu. The website is <http://www.gwu.edu/~ais/gworld>.

The GWorld Card features a pre-paid, debit account feature, which can be activated at any time and is a convenient alternative to carrying cash. An initial deposit is required to open an account. The GWorld Card Office accepts cash, checks, MasterCard/VISA, or departmental Journal Entry as acceptable forms of payment. The Debit Dollars account can be used at all on-campus dining facilities as well as many participating local off-campus restaurants and retail merchants. Arrangements can also be made with the GWorld Card Office to open departmental debit accounts. To open an account, visit or contact the GWorld Card Office for more information.

7-7 MAIL SERVICES

The George Washington University Mail Services, located in the Support Building, Suite L101, is open Monday through Friday, 7 a.m. to 5 p.m., and Saturdays, 7 a.m. to 12 p.m. The Medical Center mail room, located in Ross Hall, is open Monday through Friday, 8 a.m. to 5 p.m.

GW Mail Services processes all incoming and outgoing U.S. Mail as well as interdepartmental mail for most University offices and departments. Mail is delivered and picked lip twice daily for all departments located on campus and once daily for departments located off-campus; delivery schedules vary for Medical Center departments.

All outgoing mail is processed at the Support Building and picked up by the U.S. Postal Service or an outside vendor at approximately 3 p.m. daily. Departments can send outgoing mail by attaching a departmental chargeback card to each bundle and placing it in their outgoing mailbox. Specify on the card how the mail should be processed (i.e., 3rd Class,

Overnight, UPS, etc). If there is no specific notation on the card, the mail will automatically be sent First Class.

All interdepartmental mail is processed daily and delivered to the addressee within 24 hours of receipt at Mail Services. Use University-issued, standard brown interdepartmental envelopes when mailing on campus.

If you have any questions regarding bulk mailings, obtaining departmental chargeback cards, your mailing account, or any other matters, call 202-994-8707 (University) or 202-994-2866 (Medical Center) for assistance.

7-8 NIH FEDERAL CREDIT UNION

The University is a participant in the NIH Federal Credit Union. The Credit Union offers checking accounts with no monthly charge, unlimited check writing, and a MOST/CIRRUS ATM Card. Various types of loans are offered. Visit or call the NIH Credit Union located at 2100 Pennsylvania Ave., NW, Washington, D.C., phone 301-718-0208.

7-9 NOTARY PUBLIC SERVICE

The University makes available notary public service at various campus locations. Consult the GW Communications Directory.

7-10 OFFICE SUPPLIES AND EQUIPMENT

The Procurement and Supply Department of the University is responsible for centralized procurement of office supplies, furniture, and other equipment. Standard office supply ' items may be obtained by use of a requisition form. Supplies should be identified by the code number shown in the Office Supply Catalog; copies are available from the Procurement and Supply Department. The requisition should be signed by the department chair or other designated person and forwarded to Procurement and Supply. Items listed in the catalog can normally be delivered within two working days after receipt of the requisition form.

Items not available in the catalog may be ordered from University-approved prime vendors by completing a Procurement Request form. After the department head or other designated person has approved the request, the first three copies should be sent to the Procurement and Supply Department, with the fourth copy retained by the department. Delivery time of items from outside suppliers is normally dependent upon the nature and/or quantity of the item desired.

The responsibilities of the Procurement and Supply Department are detailed in the separate Procurement and Supply Manual.

7-11 OFFICE OF UNIVERSITY RELATIONS

The Office of University Relations is GW's umbrella organization for both internal and external University communications. All official University announcements – except those dealing with the Medical Center and Athletics – are routed through University Relations. The Office's mission is to serve the University by providing engaging, accurate, and timely communications about GW and all of its components, and thereby to raise GW's positive visibility through the use of various media. University Relations comprises several departments, including:

Public Affairs Staff divides GW's schools and administrative units into "beats" to serve these units, working with print and broadcast media to disseminate news about GW's professors and programs. Public Affairs produces the Media Guide for use by the press in contacting professors for expert opinions on breaking news and other stories. Public Affairs also produces radio and TV programming from the Marvin Theatre and other sites.

Periodicals Regularly scheduled periodicals include *GW Magazine*, which is published bimonthly for alumni and friends, and *By George!*, a tabloid newspaper.

Publications Staff produce regular and special institutional publications such as the annual *President's Report* and *Community Commitments*.

Foggy Bottom Relations Staff work with the neighborhood on a variety of projects to enhance town/gown relationships.

Advertising University Relations serves as the central, official coordinator for all University display advertising.

Graphic Design This office serves as the central, official coordination point for GW design work and for the procurement of printing. The office provides graphic design, printing, photography, illustration, typography, calligraphy, and other related areas of the profession. Printing Services procures one-color offset printing, as well as bindery and finishing services.

Phone Graphic Design at 202-496-6220

7-12 PARKING SERVICES

All full-time and part-time faculty are eligible for parking privileges on one of the University's parking lots, although there may be a waiting list. An application for parking permit and information concerning parking registration, fees, and procedures can be obtained from department chairs, or from University Parking Services Office at 2211 H Street, NW, 202-994-7275.

7-13 SAFETY AND SECURITY

The University Police Department (UPD) is located at 2033 G Street, NW, in Woodhull House. UPD covers the campus by foot, bicycle, and vehicle patrol and also staffs several fixed posts in Thurston Hall, Ross Hall, the Ambulatory Care Center, and, during nights and weekends, at the Law School. Community service aides are located in the residence halls, Academic Center, Gelman Library, and the Marvin Center. UPD provides around-the-clock patrols and other services to the University community. It also enforces federal and local statutes as well as GW regulations.

To report a crime or public safety emergency, call UPD at 202-994-6111. Officers are on duty and dispatchers respond to emergency calls 24 hours a day, 7 days a week, 365 days a year. For a complete listing of programs and services, please call the UPD non-emergency number at 202-794-6110.

LOST AND FOUND

Contact the UPD non-emergency number, 202-994-6110.

SECURITY PRECAUTIONS

In general, the University area is a safe one in which to live and work. Because of the open nature of the campus, however, there are precautions that you should follow for your own well-being:

- Avoid walking alone at night.
- Walk where there is plenty of light and traffic.
- Avoid shortcuts through unoccupied buildings and unlighted areas.
- Use the public sidewalks.
- Be alert.
- Lock your office when you leave it unattended.
- During non-business hours, keep your office door closed and locked.
- Notify UPD if you plan to be in your office outside of working hours, and then let them know when you leave.
- Never leave your wallet, purse, or other valuables unattended.
- Report thefts to the appropriate security office immediately.
- Lock up keys you leave behind in your work area.
- Remove building identification tags from key rings.
- Report suspicious persons immediately to LTD.

If you need an escort to a parking area or other near by location, UPD will provide one if you call 202-994-6110.

SAFETY MEASURES

Safe working conditions are important throughout the University. If you observe any unsafe conditions, you should report them to your department chair. Examples of unsafe conditions include slippery floors, hazardous equipment, defective or broken equipment, careless handling of combustibles, and cluttered hallways, stairs, exits, and entrances. The Office of Risk Management and Insurance is available to provide additional information and training for campus employees.

All Medical Center employees receive mandatory training in safety, an employee health briefing, and a briefing on infection control. The Department of Environmental Health and Safety Management provides additional training that takes place at the departmental level. Employee Health is available to respond to questions and concerns from Medical Center employees.

FIRE SAFETY

The University has standard procedures that must be observed in case of fire. Every building has an evacuation plan. Become familiar with the plan for your area.

Cigarettes or other litter in trash receptacles are common causes of fires. Some other causes include electric heaters improperly used, flammable liquids left uncovered and unattended, accumulated oily rags in closed containers, and poor wiring or defective electrical devices. For campus employees, the Office of Risk Management and Insurance can arrange for classes on fire prevention or the use of fire equipment. Every Medical Center employee participates in fire safety training once a year.

7-14 TELEPHONE SERVICES

All University telephone calls are processed through a GW-owned and operated communications network. Calls are routed to the appropriate campus destination by dialing

a five-digit number or to a DC location by dialing a prefix of 9. Long distance calls and local calls to Maryland and Virginia should be preceded by 9, 1, and the area code. Individuals authorized by their department chairs to make long-distance calls are assigned an authorization code that is dialed after the area code and telephone number. The authorization code is used to verify the authenticity of the caller and to allow direct billing to the department. The main listed number for the University is 202-994-1000. For information, dial 0 to reach the University operator. The University phone system is administered by the Telecommunications Systems Department.

7-15 UNIVERSITY CLUB

The new George Washington University Club, opened in the fall of 1999, is located at 1918 F Street, NW, in two original pre-Civil War town homes. The Club's elegant facilities include a formal dining room, a grill room, bar and lounge, reception area, and several private dining rooms for business or social gatherings. The Club is open for breakfast and lunch each weekday and for dinner Wednesday through Saturday or as the needs of the membership dictate. The entire Club may be reserved by members at other times for private dinners, cocktail parties, business and educational meetings, social and charitable events, and receptions. Membership is open to faculty, staff, alumni, students, and friends of the University. Preferential rates will be provided to all regular active-status faculty, benefits-eligible staff, and emeriti faculty. In addition to founder members, newly hired eligible faculty and staff who join the Club within 60 days of their employment start date will have their initiation fees waived.

The Club is managed by Club Corp. Inc. USA, which operates over 250 clubs worldwide. Management of the Club by Club Corp. allows Alumni Members Associate Club privileges at all of these clubs as well as discounts at their affiliate hotels. This privilege is made available to faculty and staff for a nominal increase in monthly dues. It will also open the door to local clubs through a premium membership category, Capitol Society.

Academic, social, and recreational programs and activities will be scheduled, based on feedback obtained from members prior to and during operation of the Club. To obtain detailed information on the Club, membership classifications, fees, and an application, contact the membership director at 202-994-2355.

SECTION 8: AROUND CAMPUS

8-1 BICYCLE PARKING

Free bicycle parking facilities are located in the following areas on campus:

- Ross Hall, 2300 I Street
- Stockton Hall, 720 20th Street, rear of building
- Marvin Center, 800 21st Street, H Street terrace and garage entrance
- Corcoran Hall, 752 21st Street, rear of building

The University is not responsible for bicycles that may be damaged or stolen while parked in any campus area.

8-2 CARPOOL INFORMATION

A carpool information board is located on the ground floor of the Marvin Center, 800 21st Street, NW. Employees and students can exchange information here, as both riders and drivers, for local and long-distance commutes.

8-3 METRORAIL AND METROBUS

The University is accessible by both Metrorail and Metrobus. Located conveniently on the Blue and Orange lines of Metrorail, the campus is served by the Foggy Bottom/GWU Metro Station. Several Metrobus routes also travel through the University area. Call Metro for Metrorail and Metrobus fare and travel information at 202-637-7000. For a Metro Guide, visit the Metro Office located at 600 5th Street, NW, or local Metrorail stations.

Physically disabled persons can ride Metrobus and Metrorail for half-price. For further information, contact the Metro Handicapped Office at 600 5th Street, NW, or call 202-962-1245.

8-4 BOOKSTORE

The University Bookstore is located on the ground floor of the Marvin Center, 800 21st Street, NW. In addition to containing a large collection of textbooks (see Bookstore under the University Services section for information on ordering textbooks), the bookstore carries a wide variety of University merchandise, including clothing and souvenir items. The store also carries works authored by GW faculty as well as a range of school, office, and personal supplies. University employees receive a discount on selected items, not including textbooks. Call or visit the bookstore for details on employee discounts and hours of operation at 202-994-6870.

8-5 COMPUTER SUPPLIES AND EQUIPMENT

Colonial Computers is a nonprofit, University owned and operated computer store serving the University community. Employees may purchase computer products at a discount. Please call Colonial Computers for pricing information at 202-994-9300, or stop by the showroom located in the lower level of the Marvin Center, 800 21st Street, NW.

8-6 MARVIN CENTER

The Cloyd Heck Marvin Center, 800 21st Street, NW, is a multipurpose facility that houses conference rooms, the J Street food court, the Marvin Center Convenience Store, the GW Bookstore, and Colonial Computers. In addition, the Marvin Center has a theatre and ballroom used for campus and community events. For hours of operation and scheduling, call 202-994-7470.

8-7 SMITH CENTER (ATHLETICS AND RECREATION)

The Charles E. Smith Center, 600 22nd Street, NW, is an athletic and recreation center serving the University community. You must show your GWorld identification card to use the Smith Center. Facilities include a jogging track, basketball courts, swimming pool, squash and racquetball courts, and weight rooms. For more information, hours of operation, and activity schedules, call Smith Center Information at 202-994-8584.

8-8 WELLNESS PROGRAM

Located in the Smith Center, the Wellness Program adds an important dimension to GW's services. The program offers fitness assessments, body image workshops, nutrition evaluation, walking clinics, and classes on lower-back care, nutrition, stress management, time management, and weight control. For information about the program, call 202-994-8000.

SECTION 9: RESOURCE GUIDE

9-1 HANDBOOKS AND MANUALS

MANUAL OF PERSONNEL POLICIES FOR THE USE OF SUPERVISORY STAFF

This manual details University policies concerning personnel administration. It is published for use by managerial and supervisory employees to help them carry out duties relating to human resource issues. The human resource policies of the University do not constitute or reflect terms of a contract between the University and any employee. The University retains the right to withdraw, add to, or amend policies as well as the right not to apply a policy in a particular case.

The policies in the manual apply to all employees of the University except the executive group and faculty. They apply to librarians except when statements conflict with *The Code Governing Librarians in Service at the Melvin Gelman Library*, which takes precedence over the manual. The policies also apply to ungraded sponsored research programs personnel, except when statements conflict with the *Handbook for Sponsored Programs*.

In addition, employees in collective bargaining units are covered by terms of collective bargaining agreements between the University and relevant unions. Those agreements must be consulted for the terms and conditions of employment applicable to such employees. Policies in the manual apply to employees in collective bargaining units unless otherwise noted. However, in the event of directly conflicting statements, the collective bargaining agreement takes precedence over the manual.

The manual does not apply to consultants, independent contractors, and employees of external organizations.

FINANCIAL PROCEDURES HANDBOOK

The *Financial Procedures Handbook* is designed to help departments carry out their fiscal responsibilities in such areas as accounting, accounts payable, procurement, property, budget performance reports, and general ledger expenditure accounts. This handbook provides in-depth information about the financial procedures of the University. If you are responsible for any of these financial procedures, you can obtain a copy of the handbook from the Office of the Comptroller.

MEDICAL RESIDENT MANUAL

The Office of Graduate Medical Education provides all medical residents with a manual concerning specific actions and activities pertaining to their education and employment. The manual explains medical resident responsibilities, benefits, policies on leave, guidelines for disability and leave without pay, procedures for appeal and review of disciplinary actions, and GW Medical Center and Hospital policies and procedures.

9-2 RESOURCE LOCATIONS AND TELEPHONE NUMBERS

The main University telephone number is 202-994-1000. If you are on campus, you can reach most extensions by dialing 4 followed by the four-digit extension or 59 followed by the three-digit extension. If you are off campus, consult the University/Medical Center Communications Directory for instructions.

Academic Integrity Office	Rice Hall, Suite 603 2121 I Street, NW	4-8534
Athletics	Smith Center 600 22nd Street, NW	4-6650
Benefit Plans	Human Resource Services Benefits Division 2033 K Street, NW, Suite 210	4-9620
Bookstore	Marvin Center, Ground Floor 800 21st Street, NW	4-6870
Center for Academic Technologies	Academic Center, Phillips Hall 412 801 22nd Street, NW	4-9585
Center for Distance and Mediated Learning	2029 K Street, NW Suite 502	59-653
Center for Excellence in Learning and Teaching	Gelman Library, B-04E 2130 H Street, NW	4-6398
Change of Address	Human Resource Services Records and Data Management 2033 K Street, NW, Suite 210	4-9640
Check Cashing Services and ATM	Cashier's Office, Rice Hall, 3rd Floor 2121 I Street, NW ATM: Marvin Center Ground Floor 800 21st Street, NW ATM: Academic Center, 1st Floor Lobby 801 22nd Street, NW ATM: Hospital Main Lobby 901 23rd Street, NW	4-6200
Child Care Center	Bright Horizons Children's Center 2033 K Street, NW	887-5944
Child Care Counseling Services	Family Care Resources	301-897-8272
Classroom Services	Academic Scheduling Office Registrar's Office, Rice Hall, Suite 101 2121 I Street, NW	4-4915
	Media and Audiovisual Services Gelman Library, B-02 2130 H Street, NW	4-6378

Section 9

Computer Service and Sales	Service and Maintenance, Academic Center Rome Hall, Suite B-106 801 22nd Street, NW	4-0103
	Help Desk, Academic Center Rome Hall, Suite B-106 801 22nd Street, NW	4-5530
	Colonial Computers Marvin Center, Room 201 E 800 21st Street, NW	4-9300
Conference Management Services	2029 K Street, NW, #501	59-110
Dean of Students	Rice Hall, Suite 401 2121 I Street, NW	4-6710
Duplicating Services	The Bind Marvin Center, 201G 800 21st Street, NW (until January 1999)	4-6367
	Biomedical Communications, Ross Hall, 3rd Fl. 2300 I Street, NW	4-2904
	Gelman Library 2130 H Street, NW	4-6558
Employee Health (Medical Center personnel only)	Ambulatory Care Center (ACC) 2150 Pennsylvania Ave, NW, Room 4-135 (Job-related health problems and physical exams)	4-1810
Employee Relations	Human Resource Services 2033 K Street, NW, Suite 220	
Employment	Human Resource Services, Recruitment 2033 K Street, NW, Suite 210	
Equal Employment Activities	2033 K Street, NW. Suite 320	
Faculty/Employee Assistance Program	2112 F Street, NW, Suite 501	
Faculty Personnel	Rice Hall, Suite 813 2121 I Street, NW	
Fellowships and Graduate Student Support	Rice Hall, Suite 603 2121 I Street, NW	
GW Television	801 22nd Street, NW, Suite 350	
Hazardous Materials Information	Campus Medical Center	
1-9 Form	Human Resource Services 2033 K Street, NW, Suite 210	
Instructional	Gelman Library, B-05	4-0485

Section 9

Technology Lab	2130 H Street, NW	
Libraries	Gelman: 2130 H Street, NW	4-6558
	Burns (Law): 716 20th Street, NW	4-6648
	Eckles: Mt Vernon College Campus 2100 Foxhall Road, NW	625-4588
	Himmelfarb (Health Sciences): 2300 I St., NW	4-2962
	Virginia Campus: 20101 Academic Way, Ashburn, VA	6-8230
Lost and Found	University Police, Woodhull House 2033 G Street, NW	4-6948
Medical Center	Ross Hall 708	4-3266
Faculty Affairs	2300 I Street, NW	
Notary Public	Various locations: consult Communications Directory	
Parking Office	University Garage 2211 H Street, NW	
Payroll Services (paychecks)	Satellite Office. Academic Center Rome Hall, Room 101 801 22nd Street, NW (tax forms and direct deposit forms available)	
Personnel Locator	Telecommunications, Academic Center Phillips Hall, Room 104 801 22nd Street, NW	
Photography	Biomedical Communications, Ross Hall, 3rd Fl. 2300 I Street, NW	
Religious Life	Board of Chaplains, Building O 2106 G Street, NW	
Safety, Medical Center	Environmental Health and Safety Management Ross Hall, Room 210 2206 I Street, NW	
Safety, University	Risk Management and Insurance Support Building, Room 101 2025 F Street, NW	
Security	University Police, Woodhull House 2033 G Street, NW	
Shuttle Service, Inter-campus	Mt. Vernon College Shuttle 2100 Foxhall Road, NW VA Campus Shuttle 20101 Academic Way, Ashburn, VA	
Smith Center (Athletics and Recreation Center)	600 22nd Street, NW Court Reservations	

	Entry Desk General Recreational Information Recreational (taped information)
Summer, Special, and International Programs	609 22nd Street, NW
Supplies	Procurement and Supply, Support Building 2025 F Street, NW
TDD (Telecomm Device for the Deaf)	Rice Hall, Room 401 2121 I Street, NW
Telephone Directories	Telecommunications Systems Department Academic Center, Phillips Hall, Room 105 801 22nd Street, NW
Training Information	Quality Management Resources 2029 K Street, NW, Suite 500
Transcripts	Registrar's Office, Rice Hall, 1st Floor 2121 I Street, NW
University Honors Program	2138 G Street, NW

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