

THE GEORGE WASHINGTON UNIVERSITY

SCHOOL OF PUBLIC HEALTH AND HEALTH SERVICES

FACULTY HANDBOOK

GWU School of Public Health and Health Services
2300 I (Eye) Street, NW, Suite 106
Washington, DC 20037
202-994-5179

www.gwumc.edu/sphhs/

Acknowledgements

Thanks to the authors of several existing handbooks from which we borrowed material and ideas:

The George Washington University Faculty Handbook
School of Public Health and Health Services Student Handbook
Department of Exercise Science Part-Time Faculty Handbook
Department of Health Policy Faculty Manual
Program in Physical Therapy Associated Faculty Handbook

The SPHHS Faculty Handbook is an evolving resource. Updated versions will appear on the SPHHS Faculty Resources website at <http://www.gwumc.edu/sphhs/faculty/facultyResources.cfm>

For questions, comments, or suggestions for including additional material, please contact:
Kathy Hunting, Associate Dean for Academic Affairs, eohklh@gwumc.edu

Table of Contents

Who We Are

The George Washington University	1
SPHHS	1
Mission.....	2
Vision	2
Accreditation	2
Administration (Deans)	3
Departments and Department Chairs.....	3
Strategic Plans	4

Getting and Staying Connected

Photo Identification (GWorld Cards).....	5
GW Identification Numbers (GWID)	5
Colonial Mail Email Accounts (gwu.edu).....	5
GroupWise Email Accounts (gwumc.edu).....	5
Your Whereabouts.....	6
GWUMC Computer and Applications Support Services (CASS)	6
GW Information Systems and Services (ISS)	6
GW Wireless Network	6
Remote Access to Novell Network	6
SPHHS Faculty & Student Listservs	6
GWeb (aka Banner).....	6
Phone and Email Directory.....	7
SPHHS News and Events	7
GW News Center.....	7
By George.....	7
The Hatchet	7
Calendars	7
Activities on Campus – GWired.....	7
Ongoing Arts, Performances, and Exhibitions.....	7
Athletics	7

Roles and Responsibilities of Faculty

Types of Active-Status Faculty Positions	8
Faculty Governance	8
University	8
Medical Center	9
SPHHS	9

Faculty Annual Reports, Reappointment, and APT Policy

Faculty Annual Reports	10
Appointment Letters	10
APT Process Overview.....	10
Dossier Construction Guidance.....	11
CV Construction Guidance	11
Tenure Decisions.....	12

General Policies & Procedures

University Travel Policy and Travel Reimbursement.....	13
International Travel Policy	13
Accounts Payable and Procurement Forms.....	14
Holiday Calendar	14
University Policy regarding Religious Holidays (re: Employees).....	14

Sabbatical Leave	14
Parental Childcare Leave	14
Safety, Security, and University Operating Status	15
Sexual Harassment	16
Drug Free Workplace	16
Government Contact Protocol	16
University Policy on the Release of Student Information: FERPA	16
Student Responsibilities and Expectations	16
Student Handbook.....	16
Academic Integrity	17
SPHHS Office of Student Affairs	17
Teaching and Class Preparation and Management	
Logistics.....	18
SPHHS Program and Course Offerings.....	18
Scheduling Your Course.....	18
Classroom Assignments.....	18
AV Equipment Services.....	19
Student Registration	19
Alumni Course Audit Program	20
Consortium of Universities of the Washington Metropolitan Area.....	20
Academic Calendar	20
Creating and Teaching Your Course.....	20
Syllabus Development.....	20
Determining Appropriate Course Workloads.....	21
Choosing Textbooks and Course Packs	21
GWU Bookstore.....	21
Copyrights	21
Blackboard On-Line Instructional Course Management System	22
Student Interaction and Availability	23
Substitutions and Class Cancellations	23
University Policy Regarding Religious Holidays (re: Teaching)	23
Scheduling Final Exams	24
Final Exam Conflicts.....	24
Student Course Evaluations.....	24
Assigning and Reporting Grades	24
Grading.....	24
Entering Grades through GWeb.....	26
Student Grade Appeals	26
Conducting Research at GW	
GW Research Handbook.....	27
SPHHS Research Action Plan.....	27
Principal Investigator Responsibilities	27
Human Research and Institutional Review Board.....	27
CITI Training (Human Subjects).....	28
Proposal Guidance	28
Proposal Types.....	28
Time Required for Proposal Review and Approval	29
Proposal and Budget Development.....	29
Conflicts of Interest and Commitment	29
Other Resources	
ATMs and Cashier	30
Benefits Office / GW Division of Human Resources	30
Center for Innovative Teaching and Learning	30

Colonial Community	30
Counseling Center	31
Disability Support Services	31
eCycling	31
Escort Services	31
Facilities/Maintenance	31
Faculty/Employee Assistance Program.....	32
Libraries	32
Mail Services	32
Marvin Center Services	32
Master Teacher Leadership Development Program	32
Metro.....	33
NIH Federal Credit Union	33
Orientation for New Graduate Students	33
Orientation for New Undergraduate Students – Colonial Inauguration.....	33
Pay Periods/Direct Deposit.....	33
Parking.....	34
Reserve a Classroom or Conference Room for Events and/or Meetings	34
University Seminars.....	34
Writing Center.....	34

Who We Are

The George Washington University

George Washington was determined to have a great national university in the nation's capital. His hope was that students from all parts of the country would gain first-hand knowledge of the practice and theory of republican government while also being instructed in the arts and sciences. He bequeathed 50 shares of The Potomac Company "towards the endowment of a University to be established within the limits of the District of Columbia, under the auspices of the General Government, if that government should incline to extend a fostering hand towards it." Despite Washington's intentions, The Potomac Company folded and Congress never extended a "fostering hand." The University did not take shape until a group of Baptist clergymen led by Reverend Luther Rice took up the cause. They raised funds to purchase a site and petitioned Congress for a charter. Congress insisted on giving the institution a non-sectarian charter which stated that "persons of every religious denomination shall be capable of being elected Trustees; nor shall any person, either as President, Professor, Tutor or pupil be refused admittance into said College, or denied any of the privileges, immunities, or advantages thereof, for or on account of his sentiments in matters of religion."

Columbian College, as it was originally named, was born on College Hill, a 46-acre tract between the present 14th and 15th Streets extending from Florida Avenue to Columbia Road. The name of the institution was changed in 1873 to Columbian University and in 1904 to The George Washington University. By 1918, the University had moved to the Foggy Bottom neighborhood between 19th and 24th Streets, south of Pennsylvania Avenue, in the heart of Washington, D.C. Today, it is comprised of more than 90 buildings, including 14 residence halls, on 43 acres bordered by the White House, the John F. Kennedy Center for the Performing Arts, the State Department, and the World Bank, as well as by numerous federal agencies, national galleries and museums.

GW's Virginia Campus, initiated for graduate studies, research projects, and professional development programs, is located along the high-tech corridor on Route 7, just to the west of Route 28, in Loudoun County. In 1998, GW established The George Washington University at Mount Vernon College. This co-ed campus has a small core of unique "women in leadership" programs for undergraduates. GW's Mount Vernon Campus is located on Foxhall Road in Northwest Washington. Dr. Steven Knapp took office as GW's 16th president in 2007. W. Russell Ramsey is the current chairman of the University's Board of Trustees. Currently, GW has more than 25,000 enrollees of whom about 10,300 are undergraduate students, 14,000 are graduate and professional students, and about 800 are non-degree students. GW's students come from approximately 125 countries and represent every state in the United States.

The School of Public Health & Health Services (SPHHS)

The SPHHS was established on July 1, 1997 as the eighth School of The George Washington University. The roots of the SPHHS go back to 1959 with the establishment of the Hospital Administration Program and what is today the Department of Health Services Management and Leadership (HSML). More than 3,000 students have graduated from programs of this Department. The Public Health Programs were established in 1987 in the School of Medicine and Health Sciences. The Public Health Programs developed the Master of Public Health (MPH) program, joint MD-MPH, Physician Assistant-MPH, JD-MPH, and other joint programs with the Law School, the Elliot School of International Affairs, and the School of Engineering and Applied Sciences. Master's and doctoral programs in Epidemiology and in Biostatistics were launched in 1995 through the Columbian College of Arts and Sciences and its Department of Statistics. The Doctor of Public Health program began in 1997. The Department of Exercise Science was originally developed in what is today the Graduate School of Education and Human Development, and offers both MS and BS degrees. When the SPHHS was established in 1997, it unified the programs in Public Health, Exercise Science, and Health Services Management. Dr. Richard Riegelman was Founding Dean, and served until 2001. Dr. Richard Southby was then Interim

Dean for two years, until the appointment of Dean Ruth J. Katz, who led the School from 2003 to 2008. Dr. Josef Reum is currently Interim Dean.

The SPHHS is part of the George Washington University Medical Center (GWUMC), an internationally recognized interdisciplinary academic health center that also includes the School of Medicine and Health Sciences, a 380-bed hospital, and a faculty practice plan.

Seven academic departments frame the activities of the School: Environmental and Occupational Health (EOH), Epidemiology and Biostatistics (Epi/Bio), Exercise Science, Global Health, Health Policy, Health Services Management and Leadership (HSML), and Prevention and Community Health (PCH). Each department provides rigorous academic training is actively engaged in service activities. Three departments (Epi/Bio, Health Policy, and PCH) have an extensive research portfolio and the other four departments are actively expanding their research programs. From FY 2008 to 2009, the research portfolio for Foggy Bottom-based SPHHS faculty grew by more than 40%, to nearly 30 million dollars in direct costs. Adding in the research of The Biostatistics Center (located in Rockville) takes the SPHHS portfolio to 81 million.

SPHHS offers three undergraduate degrees, more than 20 graduate degrees, numerous graduate certificate programs, and a number of joint and collaborative degrees. The academic offerings are described at <http://www.gwumc.edu/sphhs/academicprograms/>. Approximately 850 graduate students are enrolled at SPHHS, with the Departments of Global Health and PCH home to the largest number of students. Most graduate students work either full-time or part-time; SPHHS schedules its graduate classes primarily between 3 pm and 9 pm to accommodate the needs of working students. About two-thirds of SPHHS's 180 undergraduates are affiliated with the Department of Exercise Science and the other third are enrolled in the BS in Public Health, an interdepartmental program.

SPHHS Mission: The mission of the SPHHS is three-fold:

- Teaching with creativity and dedication
- Discovering with imagination and innovation
- Serving with passion and respect

Working together, in the heart of the nation's capital, the SPHHS is committed to advancing the health of the populations of our local, national, and global communities.

SPHHS Vision: SPHHS will advance the health of the populations of our local, national, and global communities by:

- Developing tomorrow's leaders in public health and health services
- Creating innovative educational opportunities
- Translating science into policies, programs, and interventions
- Enhancing multidisciplinary collaborations in research, education and service
- Fostering an environment in which faculty, students, staff and community partners are empowered to accomplish the School's mission

Accreditation

The George Washington University is fully accredited by its regional accrediting agency, the Middle States Association of Colleges and Schools. SPHHS has full accreditation from the Council on Education for Public Health, and in 2008, was awarded a 7-year accreditation through 2015. The program in health services administration is fully accredited by the Commission on Accreditation of Healthcare Management Education. The Athletic Training Education Program is fully accredited by the Commission on Accreditation of Athletic Training Education. SPHHS is a member of the Association of Schools of Public Health.

Administration of the School of Public Health and Health Services

The Dean's Suite
2300 Eye Street, Ross Hall, Suite 106
Washington, DC 20037

Phone: 202-994-5179
Fax: 202-994-3773

Josef J. Reum, PhD

Interim Dean
Associate Dean for Administration and Finance
Associate Professor of Health Services Management and Leadership and of Health Policy

Katherine Hunting, PhD, MPH

Associate Dean for Academic Affairs
Professor of Environmental and Occupational Health and of Epidemiology and Biostatistics

Rebecca T. Parkin, PhD, MPH

Associate Dean for Research and Public Health Practice
Professor of Environmental and Occupational Health and of Epidemiology and Biostatistics

E. Blaine Parrish, PhD

Associate Dean for Student Affairs
Assistant Professor of Health Policy

Anne Markus, JD, PhD, MHS

Assistant Dean for Academic Affairs
Associate Professor of Health Policy

Please refer to the following website for Dean's Office and Office of Student Affairs staff contact information: <http://www.gwumc.edu/sphhs/about/staffdirectory.cfm>.

SPHHS Departments

The School of Public Health and Health Services is comprised of seven departments; each department is listed below with its chair.

Department of Environmental & Occupational Health

2100 M Street, NW, Suite 203
Washington, DC 20037
202-994-1734

www.gwumc.edu/sphhs/departments/eoh/

David Michaels, PhD, MPH

Professor & Interim Chair

Department of Epidemiology and Biostatistics

2300 I Street (Ross Hall), NW, Suite 118
Washington, DC 20037
202-994-5330

www.gwumc.edu/sphhs/departments/epibio/

Alan E. Greenberg, MD, MPH

Professor and Chair

Department of Exercise Science

817 23rd Street (Building K), NW
Washington, DC 20052
202-994-6280

www.gwumc.edu/sphhs/departments/exercise/

Loretta DiPietro, PhD

Professor and Chair

Department of Global Health

2175 K Street, NW, Suite 200
Washington, DC 20037
202-994-3779

www.gwumc.edu/sphhs/departments/global/

James Sherry, MD, PhD

Professor and Chair

Department of Health Policy

2021 K Street, NW, Suite 800
Washington, DC 20006
202-994-4230

www.gwumc.edu/sphhs/departments/healthpolicy/

Sara Rosenbaum, JD

Hirsh Professor of Health Law
and Policy and Chair

Department of Health Services Management & Leadership

2175 K Street, NW, Suite 320
Washington, DC 20037
202-994-5564

www.gwumc.edu/sphhs/departments/hsml/

Robert E. Burke, PhD

Professor and Chair

Department of Prevention and Community Health

2175 K Street, NW, Suite 700
Washington, DC 20037
202-416-0432

www.gwumc.edu/sphhs/departments/pch/

Julia Lear, PhD

Research Professor and Interim
Chair

The SPHHS website posts bios (with contact information) for full-time faculty at <http://www.gwumc.edu/sphhs/faculty/>; in addition, links to faculty bios are found on each department's website. A complete faculty and staff directory is currently under development and will appear on this website soon.

Strategic Plans

A number of strategic plans have been developed in the past few years to guide institutional development:

- For the past several years, GW's *Strategic Plan for Academic Excellence* (2002) has guided GW toward the goal of becoming a preeminent urban research university in the nation and the world. To learn more visit <http://www.gwu.edu/~newsctr/strategicplan.cfm>
- The *GW Medical Center Strategic Plan* (2006) addresses the three mission areas of education, research and patient care, as well as communication and collaboration. The Strategic Plan presented a new mission, vision, and goals, as well as strategies and tactics to support the goals. It focuses on the areas where the missions and opportunities of the various Medical Center entities converge. The mission, vision, and goals are summarized at http://www.gwumc.gwu.edu/medctr/strategic_plan.html
- GW's Presidential Task Force on Sustainability published a 2008 report describing GW's potential to make meaningful contributions regarding sustainability. The report noted that GW's location offers a unique laboratory for exploring the potential of more sustainable urban practices, and its proximity to the federal government offers enormous potential to engage in research and policy formation at a high level. GW's existing work on environmental issues in law, business, public health, international affairs, science, and other areas provides an important base upon which to build a stronger sustainability culture and program. The full report is at <http://www.sustainability.gwu.edu/pdf/taskforcereportandrecommendations.pdf>
- As part of its 2007 Self Study for Reaccreditation, SPHHS developed an Evaluation Plan which laid out goals and objectives to advance the mission and vision referenced above, and metrics to measure progress. An *ad hoc* Strategic Planning was established to engage the faculty in development of a five-year strategic plan for accomplishing these goals. An *ad hoc* Evaluation Committee was also formed to evaluate the effectiveness of the School's performance against its goals and objectives. SPHHS encourages all faculty to become familiar with the Evaluation Plan; copies are available in the Dean's Office.

Getting and Staying Connected

Photo Identification (GWorld Cards)

The GWorld Card is the University's official identification card. All faculty members are required to carry a GWorld card to gain access to the GW University Hospital, Ross Hall, the Himmelfarb Health Sciences Library, and many other GW buildings. Please bring a valid form of photo identification with you when you 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 means to check out library materials and use library photocopiers, and as a means of validation for specific services.

The GWorld Card offers 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; value can also be electronically added to your GWorld card online as well as at a number of locations around campus. The Debit Dollars account can be used at University parking and dining facilities and 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.

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

GW Identification Number (GWID)

Once you have received your faculty appointment letter, you will be assigned a GW identification number (GWID number). This ID number provides access to the Library as well as to Blackboard for instructional purposes and the GWeb System for entry of grades. Your departmental administrator can inform you of your GWID.

Colonial Mail Email Accounts (gwu.edu)

Your department administrator will facilitate the process of obtaining a Colonial Mail email account. Information is also available online at <http://helpdesk.gwu.edu/accounts/>. Please note that all faculty who are instructing courses must use a Colonial Mail email account to access Blackboard and GWeb (see below). (Students also have gwu.edu email accounts through a related system called GWMail.)

GroupWise Email Accounts (gwumc.edu)

GroupWise is the email system used in the Medical Center. *Please check both your GWMail and GroupWise accounts regularly.* You may set up your GroupWise email to automatically forward to your GWMail account, or vice versa. Your department administrator will facilitate your obtaining a GroupWise account. A very informative GroupWise Top Ten Help Guide is available at <http://www.gwumc.gwu.edu/library/tutorials/PDF/GroupWise.pdf>. If you have questions about your GroupWise account, please contact the ISS Help Desk at 202-994-5530. To log on remotely visit <https://gwise.gwu.edu/gw/webacc>

Your Whereabouts

Please ensure that your department knows how to contact you when you are not in the office. Also, if you will be away from the office or otherwise unavailable, please indicate this on your voicemail and with an email auto-reply, and let students and others know whom they can contact for assistance.

GWUMC Computer and Applications Support Services (CASS)

CASS supports Novell network and GroupWise email applications in the GW Medical Center. If you are experiencing a problem or need assistance, contact the CASS Help Desk at 202-994-9400, Monday – Friday, 8 am to 6 pm. The CASS website is <http://inside.gwumc.edu/cass/>.

GW Information Systems and Services (ISS)

ISS supports the University's computer and telecommunications systems, including Colonial Mail, Blackboard, Banner, the GWeb Information System, the Enterprise Accounting System, the voicemail system, conference call resources, and more. The ISS Help Desk offers support for technology services to GW faculty and staff members.

If you have a technology issue or request not requiring immediate assistance, please go to <http://my.gwu.edu/mod/helpdesk/> and complete the online request form. An ITHelp Ticket will be created in a few minutes from the information you provided and a receipt, including a ticket number, will be sent to the email address indicated on the form.

For immediate assistance or to report a technical issue, please contact the ISS Help Desk at 202-994-5530. The Help Desk is open Monday through Friday, from 7 a.m. to 7 p.m. You can also visit the Virtual ISS Help Desk at <http://helpdesk.gwu.edu/>.

GW Wireless Network

For information on how to access GW's wireless network, visit the CASS website at <http://inside.gwumc.edu/cass/>.

Remote Access to Novell Network

You can access your Novell network files from home using a web browser with the URL <https://netstorage.gwumc.edu/NetStorage/> and your network userID (the part of your email address before @gwumc.edu) and password. You can download files from your network drives to your remote computer but you can not save any changes back to the network drives. Save changed files on a USB drive or e-mail them back to yourself to save back onto the network.

SPHHS Faculty & Student Listservs

There are three Faculty Listservs: full-time faculty; part-time faculty, and all faculty. Upon appointment, faculty are automatically added to the appropriate Faculty Listserv by the Office of Medical Center Faculty Affairs. Monica Partsch directs this office; contact her at 202-994-2966 with any questions about the Faculty Listserv.

Faculty are also encouraged to join the Student Listserv. The SPHHS Student Listserv is a vital communications link, through which students receive emails about course schedule updates, seminars, professional conferences, student activities, and SPHHS and University news and announcements. This can be helpful to stay connected to SPHHS students, the University and to our community. To sign up, simply send an email from your GWU.EDU email address to Robin Delk at sphrad@gwumc.edu with the subject line: PLEASE SUBSCRIBE TO SPHHS LISTSERV.

GWeb (aka Banner)

Banner is the University's enterprise administrative software application for student, alumni, financial aid, and human resources data and related processes. GWeb is the user-friendly interface that faculty members use to view enrollment in your courses, to look up information about students enrolled in your courses, and to enter final grades online.

You can access GWeb by going to <http://my.gwu.edu/> and in the left frame, click the link for GWeb Info System. You will be taken to the User Login page. Enter your User ID (your GWID) in the User ID field. Then enter your PIN. Unless you have already logged in to the system and changed your PIN, your PIN is usually your six-digit birth date (MMDDYY). Click the Login button. You will be taken to the Main Menu page.

If this is the first time you have logged in to the GWeb Info System, you will be prompted to set up a reminder question in case you forget your PIN. Enter a question in the Enter Question field. Enter the answer to that question in the Answer field. You will only have to set this up the first time. In the future, if you have forgotten your PIN, go to the User Login page and enter your user ID, then click the Forgot Pin button in the User Login page. You will then be asked the question you set up. If you provide the correct answer, you will be allowed to establish a new PIN.

Phone and Email Directory

- University People Search (Students, Staff, and Faculty)
<http://my.gwu.edu/mod/directory/>
- SPHHS Program Directors, Advisors, and Culminating Experience/Practicum Directors
<http://www.gwumc.edu/sphhs/admissions/advisors.cfm>
- SPHHS Faculty Bios and Contact Information
<http://www.gwumc.edu/sphhs/faculty/>
- SPHHS Faculty and Staff Directory (coming soon)
<http://www.gwumc.edu/sphhs/faculty/>

SPHHS News and Events

The SPHHS website highlights activities and accomplishments of our faculty, students, and staff. See <http://www.gwumc.edu/sphhs/about/news.cfm> The SPHHS events calendar is a comprehensive resource for activities across the School.

GW News Center

The GW News Center is a great way to learn what's going on. Check in at the GW News Center for up-to-date information. <http://www.gwu.edu/explore/newsevents>

By George

Learn more about the University through GW's faculty, staff and community newspaper. <http://www.gwu.edu/~bygeorge/>

The Hatchet

The Hatchet is the independent, student run campus newspaper. You can subscribe to the Hatchet and receive it on line at no cost. <http://www.gwhatchet.com/>

Calendars

The University's calendars note events ranging from student activities to community activities. <http://www.gwu.edu/explore/newsevents/eventscalendars/universitycalendars>

Activities on Campus – GWired

This site is particularly geared to student activities. It also has announcements about many campus events that might be of interest to you. <http://gwired.gwu.edu/>

Arts, Performances, and Exhibitions

GW sponsors and hosts many dynamic and interesting exhibits and performances, including those at Lisner Auditorium. Check here for information. <http://www.gwu.edu/~newsctr/arts.cfm>

Athletics

Follow the Colonial teams at this site. <http://www.gwsports.com/>

Roles and Responsibilities of Faculty

Several types of active-status faculty contribute to the SPHHS mission of teaching, discovering, and serving. These include:

Regular Faculty, who may be appointed in tenure-accruing or non-tenure-accruing positions. Ranks include: instructor; assistant professor; associate professor; professor.

Research Faculty, who may be appointed full-time or part-time, and do not accrue tenure. Ranks include: instructor; assistant professor; associate professor; professor.

Visiting Faculty, who are appointed for short terms. Ranks include: visiting instructor; visiting assistant professor; visiting associate professor; visiting professor.

Limited Service Faculty (LSF), who serve the University in a part-time capacity and may be paid or unpaid. LSF can assume a number of roles: teach or co-teach courses; mentor students on practica, internships, residencies, capstone research projects, and dissertations; guest lecture on a regular basis; collaborate in research with members of the faculty. There are two distinct series of job titles for LSF: 1) Lecturer Ranks: Lecturer, Professorial Lecturer – These titles are used for individuals who are performing any of the activities noted above. Individuals with a terminal degree in their field (typically but not always a doctorate) are granted the title of Professorial Lecturer, while those without a terminal degree are granted the title of Lecturer. 2) Adjunct Ranks: Adjunct Instructor, Adjunct Professor - These titles are used for individuals who are doing more than teaching one or two courses on a part-time basis. They are reserved for individuals who carry more responsibility by, in addition to teaching, collaborating in research with another faculty member and/or advising or mentoring students. The rank is based on educational background and professional experience. Part-time faculty at GW are represented by the Service Employees International Union (SEIU) Local 500; LSF who meet certain criteria are part of the collective bargaining unit.

Faculty Governance

SPHHS functions under the auspices of the Medical Center Faculty Senate, the faculty governance body for both Medical Center Schools, and the University Faculty Senate. The governing document of the Medical Center Faculty Senate is the *GWUMC Faculty Organization Plan*; the governing document of the University Faculty Senate is the *University Faculty Code*.

University

The *GW Faculty Code* contains information on: Grades of Academic Personnel; Academic Freedom; Professional Responsibilities; Appointment, Reappointment, Promotion & Tenure; Termination of Service; Leave; Retirement & Annuity; Faculty Role in University Decision Making; Rights, Privileges, and Resolution of Disputes Under This Code; Health Service; Construction; Effect Date; & Procedures for the Implementation of the Faculty Code.

See link at: <http://www.gwumc.edu/sphhs/faculty/facultyResources.cfm>

The *GW Faculty Handbook* contains information about the University; Faculty Appointments and Personnel Policies; Employee Benefits; Operational Guidelines – Teaching; Research; Academic Resources; University Services; Around Campus; Resource Guide.

See link at: <http://www.gwumc.edu/sphhs/faculty/facultyResources.cfm>

The University Faculty Senate website contains agendas and minutes of Faculty Senate meetings as well as information on organization and procedures.

See: <http://www.gwu.edu/~facsen/>

Medical Center

The *GWUMC Faculty Organization Plan* specifies the principles and procedures for faculty governance, including the establishment of the Medical Center Faculty Assembly and Medical Center Faculty Senate. The *Bylaws of the Medical Center Faculty Assembly* (part of the *GWUMC Faculty Organization Plan*) call for seven overarching standing committees and a minimum of three SPHHS standing committees. A web link to the Faculty Organization Plan is at <http://www.gwumc.edu/sphhs/faculty/facultyResources.cfm>

The Medical Center Faculty Senate website contains agendas and minutes of Faculty Senate meetings as well as information on organization and procedures.

See: <http://inside.gwumc.edu/edu/policy/Senate/index.html>

SPHHS

The *SPHHS Bylaws* complement the *GWUMC Faculty Organization Plan* and specify the governance structure of the School. The principles and procedures laid forth in the *Bylaws* define the role of School administration and faculty in governance and academic activities. It is important to note that unlike most institutions, SPHHS policies accord research faculty a role in governance that is equivalent to that of regular faculty, and value their full participation in the School. Link to the *SPHHS Bylaws* at: <http://www.gwumc.edu/sphhs/faculty/facultyResources.cfm>

Committees: Through the three SPHHS-specific standing committees (Curriculum; Appointment, Promotions, and Tenure; Student Evaluation) established under the *Bylaws of the Medical Center Faculty Assembly*, faculty play critical governance roles in educational programming, faculty appointment, promotions, and tenure, and resolution of student evaluation issues. SPHHS has also established a number of *ad hoc* committees through which faculty help guide the School's research mission, student admissions activities, MPH Practicum, evaluation activities, and strategic planning processes.

Most SPHHS departments also have their own bylaws which specify departmental governance principles and procedures.

Faculty Annual Reports, Reappointment, and APT Policy

Faculty Annual Reports

The primary mechanism for evaluating faculty competence and performance is the Annual Report of Faculty Members. Each spring, all full-time SPHHS regular, research, and visiting faculty members must complete this report, which details scholarly, teaching, and service activities for the previous year. Annual reports provide an opportunity for faculty members – in partnership with their chairs – to assess their academic, research, and service activities and accomplishments, to evaluate whether they have met their professional goals for the previous year, and to establish goals and objectives for the coming year. This process provides a structured opportunity for constructive feedback that helps faculty members identify their own strengths and weaknesses and strategize about how to more effectively contribute to the department and the School and to accomplish their professional goals.

Department chairs discuss the annual reports with each faculty member, add comments, incorporate additional performance measures, including student course evaluations, and forward the reports to the dean. The dean reviews the reports and forwards them to the University's executive vice president for academic affairs. These reports assist chairs and the dean in the faculty reappointment process and in determining salary increases.

Appointment Letters

Most regular and research SPHHS faculty members are on 12-month appointments extending from July 1st to June 30th; these faculty receive annual appointment letters in June. These letters indicate the faculty title and total salary, and also describe Part A, B, and C salary components. The Part A salary component reflects your contribution to the Department and the School as a member of the faculty, including teaching, departmental research, and community activities. The Part B salary component reflects the minimum amount of sponsored research you are expected to secure during the upcoming year. The Part C salary component is for individuals with administrative appointments, such as chairs or deans.

Limited service faculty may receive annual appointments, course by course appointments, or both, as follows:

- Individuals engaged with SPHHS activities on an ongoing basis typically receive an annual LSF appointment;
- Individuals who are paid to teach on a course-by-course basis receive a semesterly LSF appointment that outlines teaching responsibilities and compensation;
- LSF with annual appointments who are ALSO paid to teach on a course-by-course basis will receive an additional letter in the semester they are teaching, outlining their responsibilities and compensation.

Reappointment letters are issued according to the term of the appointment.

APT Process Overview

SPHHS appointment, promotion, and tenure decisions are governed by the GW Medical Center Criteria for Appointment, Promotions, and Tenure (APT). The APT Criteria document is found at <http://www.gwumc.edu/sphhs/faculty/facultyResources.cfm>. Criteria and procedures set forth in this policy are implemented by the SPHHS APT Committee.

SPHHS strongly encourages all faculty to carefully review the APT criteria document. The following brief guidelines may also be useful:

- Faculty are generally expected to be appointed a minimum of five years at rank before being considered for promotion, though it may take longer to develop a strong dossier. Very specific timelines apply for faculty on the tenure track and should be carefully followed.

- Faculty in tenure accruing positions must demonstrate very good to excellent accomplishment in scholarship, teaching, and professional service to qualify for promotion and/or tenure. Non-tenure track faculty must demonstrate very good to excellent accomplishment in teaching and scholarship, or teaching and professional service, with some evidence of accomplishment in the third area.

GW considers faculty promotions and tenure on an annual cycle. You should engage in regular discussion with your chair about your progress toward promotion and (as relevant) tenure. When you and your chair agree that you are ready to be considered, you should begin to prepare your dossier (see below).

Aim to complete your dossier by mid-November to allow ample time for the review process. Your departmental APT committee conducts the first review of your dossier. If the departmental APT committee recommends promotion and/or tenure, your dossier is then forwarded to the SPHHS APT committee. The SPHHS APT committee forwards its recommendations to the SPHHS Dean's Office, where your dossier is again reviewed for decision and forwarding to the University's Executive Vice President for Academic Affairs. It is this VP who ultimately makes a decision to promote and/or grant tenure to a faculty member.

Dossier Construction Guidance

The Office of Medical Center Faculty Affairs sends out detailed guidance each year on dossier contents and deadlines. In brief, your dossier must include:

- Cover Letter from the Department Chair. Please also submit a cover letter from secondary and tertiary Department Chairs as appropriate.
- Curriculum Vitae in the required format (refer to Required CV format)
- To accompany your CV: a narrative Teaching Summary; Teaching/Peer/Student evaluations; a narrative Research Summary; and a narrative summary of your service.
- Letters of Recommendation
- 3 Letters from Independent Evaluators. These letters must not be from close collaborators, mentors or friends of the applicant. Their primary function is to address scholarly contributions and professional service. Your department chair will identify appropriate Evaluators and solicit these letters.
- 3 Recent Publications (peer-reviewed journals)

CV Construction Guidance

The GWU Medical Center has a standard format for CVs. Below is a brief summary of the necessary elements; a link to the CV Guidance is on the SPHHS Faculty Resources webpage (<http://www.gwumc.edu/sphhs/faculty/facultyResources.cfm>).

1. Personal Data: Name, home address, phone(s), fax, email address, date and place of birth, citizenship
2. Education: Specify institutions, dates, and degrees awarded
3. Employment: List in chronological order, specifying dates of employment
4. Professional Registrations, Licenses, & Certifications: Include dates of receipt
5. Societies and Honors: Include any administrative duties or appointments
6. Administrative Duties & University Activities: Include administrative roles and committee service
7. Educational Achievements: Describe teaching, educational program development, student mentoring, and awards
8. Consultant Appointments: List all consultant activity, and specify whether paid or unpaid. Also include any visiting faculty appointments.
9. Grants Awarded or Pending: List title of grant, funding agency, dates of award, yearly direct costs of award, role (PI, Co-PI, etc.), and percent effort

10. Publications Organized as Follows: papers in refereed journals; papers in non-refereed journals; chapters in books; books edited or written; abstracts; invited publications; letters; book reviews; and any other publications
11. Presentations: List titles and dates of presentations as well as complete authorship in date order for each category (International, National, Regional)
12. Service to Profession and Community: List organization, time period of participation, whether involvement was paid or unpaid. Include service on advisory committees, study sections, as a peer reviewer for a journal, etc.

Tenure Decisions

Tenure may be awarded at the ranks of associate professor and professor to regular, active-status faculty members appointed on the tenure track who have fulfilled the necessary requirements for promotion to associate professor and who have demonstrated long-term promise and potential for continued productivity in teaching, scholarship, and service and continued loyalty to the university. Tenure decisions for such faculty must be made within a certain number of years specified in the APT Criteria. (Some individuals, however, are appointed to tenure-accruing positions with an accelerated tenure decision specified in the appointment letter.)

The GW Faculty Code allows a tenure-track faculty member of either gender who becomes the parent of a newborn or adopted child the right to request a one-year extension of his or her tenure clock. An extension may be requested regardless of whether the faculty member takes a full or partial leave in connection with becoming a new parent. To request such an extension, address a memo to the Executive Vice President for Academic Affairs, and also route this memo through your chair and the dean for their approval.

General Policies & Procedures

University Travel Policy and Travel Reimbursement

For any travel, an Expense Justification Form must be submitted and approved in advance and before any Medical Center funds are expended or committed. Please submit this to your departmental administrative manager at least a week prior to your planned travel, to allow adequate time for dean's office and Medical Center review and approval. A link to the Expense Justification Form is at <http://www.gwumc.edu/sphhs/faculty/facultyResources.cfm>.

Individuals incurring travel costs at University expense are expected to exercise the same care as a prudent person would in spending personal funds. Government per diem rates (see link under Accounts Payable and Reimbursement Forms at <http://inside.gwumc.edu/vpha/>) should be used as a guide in determining what are reasonable expenses, except when a hotel stay is linked to a conference. Detailed itemized receipts are required for all reimbursable expenses except mileage and tips. The current mileage rate may be found at http://www.gwu.edu/~gwco/AcctsPay/TEB_Summary.htm

Use the Online Travel and Expense Reimbursement Form (available at <http://www.gwumc.edu/sphhs/faculty/facultyResources.cfm>) to request reimbursement for travel expenses. This form is located on a secure website and you'll need to log in using your gwu.edu ID and password. Please complete this form within 30 days of return from travel and include original itemized receipts with your hard copy submission. Failure to follow these policies may result in rejection of your reimbursement request, in which case it will be your responsibility to cover the expense.

The Procurement Card (P-Card) is not authorized for travel and entertainment expenses in the Medical Center.

International Travel Policy

Any student, faculty or staff member proposing to undertake University-supported or University-related international travel must follow the appropriate approval, insurance, and travel security requirements set forth by the GW International Travel Policy. This policy applies to all University-supported or University-related international travel, including but not limited to international travel for research, educational, co-curricular, or administrative purposes (with or without a student or students), international study, exchange program, and student group travel (of any duration and whether offered for credit or not).

As part of complying with the University's international travel policy (whether you are traveling individually, with staff, other faculty and/or with students), **you MUST register with International SOS**. Registration is free to all GW faculty, staff and students; SOS provides emergency support and evacuation services. Register for coverage by going to <http://my.gwu.edu/files/policies/InternationalTravelApprovalFINAL.pdf>

For details please see <http://my.gwu.edu/files/policies/InternationalTravelApprovalFINAL.pdf> AND <http://www.specialinternational.gwu.edu/GWinternational/travelpolicy.html>

Domestic travel financial rules apply to foreign travel; see above for pre-authorization and reimbursement of expenses.

Information about medical issues, vaccination recommendations, etc for international travel can be found at <http://wwwn.cdc.gov/travel/default.aspx>

Accounts Payable and Procurement Forms

The Medical Center has specific policies and procedures regarding various types of expenditures, such as travel, entertainment, laptop computers, memberships and subscriptions, and those involving Educational and Research (E&R) funds and endowments. Please consult with your departmental administrator about the appropriate accounts payable and procurement forms to use for authorizing expenses and obtaining reimbursement.

Holiday Calendar

The University generally recognizes the following paid holidays:

- Independence Day
- Labor Day
- Thanksgiving
- Winter Holiday
- New Year's Day
- Martin Luther King, Jr. Day
- Inauguration Day
- President's Day
- Memorial Day

Specific dates for observance of these holidays are announced annually in a memorandum to department heads and are available as a [Holiday Schedule](#) on the Division of Human Resources web site. Collective bargaining agreements may supersede this general policy. Employees covered by a collective bargaining agreement should consult their agreements for information on holidays.

University Policy regarding Religious Holidays (re: Employees)

Employees may request the use of annual leave for religious observances that are not part of the [University Holiday Schedule](#). An employee should provide his or her supervisor with adequate notice when requesting leave for this purpose. A supervisor may only deny leave when an employee's absence from work would create an undue hardship on the department's operations. Supervisors should consult with the Employee Relations Division before denying leave for religious observances.

Sabbatical Leave

When circumstances permit, the Board of Trustees shall grant sabbatical leave to faculty members who have served six or more continuous years in a college or university in regular active status, three years of which must have been served at GW. Faculty who have served six or more years at GW in regular active status after a preceding grant of sabbatical leave are eligible for a repeat sabbatical. The University pays faculty on sabbatical leave 60% salary for two semesters or 100% salary for one semester. The *Faculty Code* provides further details; a link is at <http://www.gwumc.edu/sphs/faculty/facultyResources.cfm>.

Time served, in and of itself, does not guarantee acceptance of a sabbatical application. Substantively, you must describe fully a realistic project of some significance that will evidently contribute either to your teaching or to your scholarly advancement. It is strongly recommended that you apply for a major national fellowship or an external grant to support your sabbatical work. In order for your chair and the dean to recommend approval, you must present a plan for satisfactorily filling your department role(s) in your absence. Applications for sabbatical are generally due in late November for the following academic year. Sabbatical applications are available on the web at http://www.guw.edu/~academic/Faculty_Personnel/main.htm.

Parental Childcare Leave

Regular, active status faculty members are entitled to parental childcare leave upon certifying that they will provide at least half of the child's care during the leave period, subject to certain terms

and conditions. The *Faculty Code* provides further details; a link is at <http://www.gwumc.edu/sphhs/faculty/facultyResources.cfm>.

Safety, Security, and University Operating Status

You must carry your GWorld card with you at all times for identification and access to Ross Hall and other University streets and buildings.

Important Phone Numbers

GWUMC Security Desk	202-994-8800
GW University Police	202-994-6111
GW Hospital Security	202-715-5000
D.C. Metropolitan Police Department	Non-emergency 311; Emergency 911
GWUMC Safety Specialist	202-994-3282
GWUMC Facilities	202-994-5755
GW Operating Status	202-994-5050

Fire procedures for Ross Hall

Evacuate when alarm sounds. Stop all work. Take your personal belongings and use the nearest stairwell. Do not use the elevator. Exit at the ground level and follow the directions given by Emergency Management Personnel and Floor Wardens.

Inclement Weather Policy: In the advent of inclement weather, the School of Public Health and Health Services will follow the decision of the University about whether to hold classes. Students, faculty and staff should call the University hotline at 202-994-5050 or check the Medical Center Status button at www.gwumc.edu. Instructors who decide to postpone class even when the University is open will inform their students by phone tree or email. Staff will follow University policy unless otherwise instructed by their supervisors. All employees deemed essential must report to work.

University Operating Status: Information on the University's operating status and on procedures for alert situations is available through the GW Recorded Information Line at 202-994-5050, the Campus Advisories Web site (access from the GW homepage, www.gwu.edu, or directly at www.gwu.edu/~gwalert). The Medical Center's homepage, www.gwumc.edu, also has direct links to Medical Center Status and Alert Information.

Alert DC: Members of the GW community are encouraged to sign up for Alert DC. This free public service, made possible through the government of the District of Columbia, provides immediate text notification to email, cell phone, and other electronic devices during a crisis or emergency. This emergency notification service is available to DC residents, individuals who work in the District of Columbia, and visitors. To sign up for Alert DC, visit GW Campus Advisories (from the button at www.gwu.edu or directly at www.gwu.edu/~gwalert) and click on the DC Emergency Management image on the right side of the webpage. During the registration process, make sure you select "George Washington University" as one of your neighborhoods.

Campus Security and Personal Safety: GW is committed to assisting all members of the GW community in providing for their own safety and security. The annual security compliance document is available on the University Police Department (UPD) website at <http://gwired.gwu.edu/upd/compliance>. If you would like to receive a booklet called "The Pride Brochure" which contains this information, you can stop by UPD at 2033 G Street, NW, Woodhull House, Washington DC, 20052, or you can request that a copy be mailed to you by calling (202) 994-6948. The GWU website and booklet contain information regarding campus security and personal safety, including topics such as: crime prevention, university police law enforcement authority, crime reporting policies, disciplinary procedures, and other matters of importance related to security on campus. They also contain information about crime statistics for the three previous calendar years concerning reported crimes that occurred on campus; in certain off-campus buildings or property owned or controlled by GW; and on public property within, or

immediately adjacent to and accessible from the campus. [This information is required by law and is provided by The George Washington University Police Department.]

Lost and Found: Contact the UPD non-emergency number, 202-994-6110

Sexual Harassment

The George Washington University reaffirms its commitment to maintaining a positive climate for study and work in which individuals are judged solely on relevant factors, such as ability and performance, and are free to pursue their academic and work activities in an atmosphere that is free from coercion and intimidation. Sexual harassment is inimical to such an atmosphere and will not be tolerated. For more information please see GW sexual harassment policies at <http://www.gwumc.edu/sphhs/faculty/facultyResources.cfm>

Drug Free Workplace

This document explains the University's policies and procedures relating to the Drug-Free Workplace Act of 1988 and how these policies pertain to you in your position.
<http://www.gwu.edu/~hrs/policies/drugfree.html>

Government Contact Protocol

Many people at GW are interested in reaching out to invite elected officials to campus, or in making contact with our alumni members of Congress or the federal government to engage them with GW. Given our prime location and politically minded student body, there are plenty of opportunities for this kind of engagement. It is important however, to make sure we aren't overwhelming those we mean to be inviting, or interfering with invitations already issued.

To ensure a coordinated GW approach, please keep the Office of Government, International & Community Relations abreast of any and all planned correspondence/interaction with the Administration and Congress and D.C. or Virginia governments – including testifying before legislative bodies. Michael Akin, the Executive Director of this office, can be reached at: mik2000@gwu.edu <mailto:mik2000@gwu.edu> or 202-994-9132. For additional questions please visit <http://www.gwu.edu/~gicr/intlkn/index.cfm>

University Policy on the Release of Student Information: FERPA

The Family Educational Rights and Privacy Act of 1974 (FERPA) applies to institutional policies governing access to and release of student education records. GW complies with this statute, which states, in part, that such institutions must:

- Afford students access to education records directly related to them;
- Offer students the opportunity for a hearing to challenge such records as inaccurate, misleading, or otherwise inappropriate;
- Receive students' written consent before releasing information from their education records to persons outside the University (information may be furnished to a student's parents without such written consent only upon certification of the student's financial dependency); and
- Comply with a judicial order or lawfully issued subpoena to release a student's record, notifying the student of this action.

For more information please visit

<http://my.gwu.edu/files/policies/PrivacyofStudentRecordsFINAL.pdf>

Student Responsibilities & Expectations

All students, upon enrolling and while attending The George Washington University, are subject to the provisions of the *Guide to Student Rights and Responsibilities*. This *Guide*, found online at <http://gwired.gwu.edu/dos/GuidetoStudentRights/>, outlines student freedoms and responsibilities of conduct. It includes information about the University's Policy on Equal Opportunity, the Code of Academic Integrity, Privacy of Student Records, and other issues. Staff in the Office of

Student Affairs (see below) can answer questions about these policies. Other policies applicable to GW students can be found at <http://my.gwu.edu/mod/upolicy/>.

Student Handbook

The SPHHS student handbook describes student policies, procedures, and resources. It is also beneficial for faculty, especially those who advise and/or teach students, to be aware of its contents. The handbook can be found at www.gwumc.edu/sphhs/studentres/studenthandbook/ and is also available in print from SPHHS Student Affairs.

Academic Integrity

Please familiarize yourself with GW's Code of Academic Integrity; the code is found on the University's Academic Integrity website, <http://www.gwu.edu/~ntegrity/>. If you believe that a student has committed plagiarism or any form of academic dishonesty, please follow the procedures described on the above website. These procedures have been developed to protect both student and faculty rights. The Academic Integrity Office or the SPHHS Dean of Student Affairs can consult with you about how to handle suspected cases of academic dishonesty.

It is especially important to be clear in your syllabus and/or in your assignments about your expectations regarding student independence and/or collaboration.

Please contact the Academic Integrity Office for questions regarding the interpretation of the Code. The office is located at 801 22nd Street NW (Phillips Hall, Suite 412), phone 202-994-1977; email ntegrity@gwu.edu.

For your information the following link provides free plagiarism software for checking student work: <http://plagiarism.phys.virginia.edu/home.html>.

SPHHS Office of Student Affairs

Blaine Parrish, Associate Dean for Student Affairs, oversees the SPHHS Office of Student Affairs, which is organized into the following:

- Office of Recruitment and Admissions, Ross 221 – Faculty on the Admissions Committee or who advise prospective and incoming students often interact with admissions staff.

Director - currently vacant

Emily Rhineberger, Executive Coordinator (sphehr@gwumc.edu, 202-994-0554)

- Office of Student Academic and Career Development Services, Ross 202 – This office organizes major events such as Orientation and Graduation, provides career services, coordinates course scheduling, maintains the SPHHS Student Listserv, assists students with a variety of problems, and works with student and alumni organizations.

Mallory Boyd, Director (sphmxb@gwumc.edu, 202-994-2632)

Daniela Resh (sphdjr@gwumc.edu, 202-994-5407)

Robin Delk (sphrad@gwumc.edu, 202-994-7769)

Jennifer Lyles (sphjll@gwumc.edu, 202-994-8406 ; also supports Admissions Office)

- Office of Student Records, Ross 222 – This office maintains official student files and processes course registration forms, student petitions, and grade change forms. Student Records staff track documentation of student Practicum training, CITI training, and Professional Enhancement activities. Student Records staff also clear students for graduation. Faculty who advise students often interact with the Office of Student Records.

Rita Bartley, Director (sphrdb@gwumc.edu, 202-994-0251)

Michelle Baxter (sphmab@gwumc.edu, 202-994-8406)

Teaching and Class Preparation & Management

LOGISTICS

SPHHS Program and Course Offerings

SPHHS offers a wide variety of undergraduate and graduate programs, as can be seen from the program listings on the SPHHS website under Academic Programs. To understand how the course(s) you teach contribute to the program as a whole, it is extremely helpful to review the relevant program guide(s).

SPHHS undergraduate and graduate course descriptions are found on the SPHHS website under Courses & Registration. All courses with a permanent course number are listed on this website. These courses were created (and have been refined over time) through a four-phase review process involving the departmental and SPHHS curriculum committees, the SPHHS Associate Dean for Academic Affairs, and the University's Office of Graduate Studies and Academic Affairs.

Instructors can develop new courses as either permanent courses or "topics" courses. Topics courses are elective courses which are not assigned permanent course numbers. Generally, instructors develop topics courses in consultation with their departmental curriculum committees as new areas of interest emerge. It is common for successful topics courses to later be proposed as permanent courses.

To create a permanent course or make substantive changes in an existing permanent course, a Master Course Data Form (MCDF) is required and the changes must be reviewed under the four-phase process mentioned above. A similar review process is required to create a new program or make substantive changes in an existing program; for these changes, a Master Program Data Form (MPDF) is needed.

Your department's Curriculum Committee chair or SPHHS Curriculum Committee representative can brief you about these processes, which should be started several months before the semester in which you want the changes to be effective. Kathy Hunting (Associate Dean for Academic Affairs) and Karen McDonnell (Chair of the SPHHS Curriculum Committee) are also happy to answer any questions you may have. Please note that new programs or revisions cannot be publicized to current or prospective students until approved by the University. The forms (and instructions!) necessary for the proper processing of these changes are found at <http://www.gwu.edu/~gsaa/approval.html>

Scheduling Your Course

The Schedule of Classes is prepared by the Registrar's Office several months in advance of each semester. Robin Delk (sphrad@gwumc.edu) is the SPHHS Dean's Office Scheduling Liaison. She communicates with the departments, who prepare the list of courses to be offered in a given semester, along with day and time, anticipated enrollment, the instructor's name, and any special classroom and equipment requests. Once she receives it, Robin processes this information and submits it to the Registrar's Office, with opportunities for review, additions, and corrections over the next few months.

When scheduling your course, please be aware that the SPHHS adheres to standard timebands in order to make scheduling classroom space more efficient. For guidance about scheduling timebands, please contact Robin Delk.

Classroom Assignments

The SPHHS Scheduling Liaison works with classroom schedulers in the Medical Center, the Foggy Bottom campus, and the Mount Vernon campus to identify an appropriate room for each course. Courses are assigned to classrooms based on anticipated/actual course enrollment and

classroom type and capacity. These assignments are finalized about week before the beginning of the semester and are communicated to faculty and students.

Exception: If you need breakout rooms for your course which meets in Medical Center space, please contact Classroom Services directly, (202-994-2856) with dates, times, number, and size of rooms needed.

If you sign additional students into your course beyond the enrollment cap, please check first with the Scheduling Liaison to make sure that your assigned classroom has the capacity to seat additional students (or to see if a larger classroom is available).

If your assigned classroom is not adequate, please send a request to the Scheduling Liaison to have the classroom changed. She will review the possibility of a room change, submit the request to the appropriate classroom scheduler, and let you know the outcome.

If your course must be canceled for low enrollment or other reasons, please inform the Scheduling Liaison. She will facilitate the process of canceling registrations for any students who signed up for the class and mark the class as cancelled in Banner. However, it is your department's responsibility to contact all registered students and let them know that the course has been canceled.

If you experience a problem with your classroom (such as another scheduled group in the room, AV equipment not delivered or not working) during your course, please contact Classroom Services at 202-994-2856 or visit them on the first floor of the Himmelfarb Library. One full time technician and one permanent part-time technician are responsible for providing audiovisual projection equipment and services throughout Ross Hall, Hospital 6th Floor and Himmelfarb Library classrooms, weekdays between 7:30am and 8:00pm.

AV Equipment Services

Most Medical Center classrooms are equipped with computer projection systems. Equipment charts at the following website will tell you what equipment is installed in your classroom. <http://inside.gwumc.edu/classroomsvs/>

To request additional equipment, please complete the online request form available at <http://www.gwumc.edu/sphhs/faculty/resources/classroom.cfm>. For further information, or to receive instruction in how to use classroom AV equipment, call (202) 994-2856 or e-mail classrooms@gwumc.edu.

Student Registration

The University Schedule of Classes is found at <http://my.gwu.edu/mod/pws/>. SPHHS posts the most up-to-date version of its graduate course schedule at <http://www.gwumc.edu/sphhs/coursesregistration/courseschedule/>

Students register for classes on GWeb or via Registration Transaction Forms. Degree-seeking students who are currently enrolled are eligible to register in category order as outlined in the semester registration schedule, except for a few selected programs, consortium courses, closed classes, or classes requiring departmental or instructor approval. Specific categories of students are given priority on certain days of the registration period. Once eligible to register, students may continue to register or adjust their program through the end of the Priority Registration period.

University policy requires that students be officially registered (either for credit or audit) in order to attend a course. *Please do not allow unregistered students to sit in on your course beyond the first week*; if a student has an unusual situation that may merit an exception to this policy, please seek clarification from the Associate Dean for Student Affairs.

Alumni Course Audit Program

The Alumni Course Audit Program allows GW alumni and DC residents 60 years of age and older living near the Foggy Bottom or Mount Vernon campuses to attend a wide array of GW courses on a not-for-credit basis. The per-course charge is \$125 for alumni under the age of 60 and is \$65 for individuals age 60 or over. Registration procedures are described here <http://alumni.gwu.edu/benefits/education/courseaudit/index.html>. Permission to enroll as an alumni auditor must be obtained from the faculty member teaching the course, and depends upon available space. Courses taken on an audit basis cannot be repeated later for credit.

Consortium of Universities of the Washington Metropolitan Area

GW is a member of the Consortium of Universities of the Washington Metropolitan Area, which includes fifteen local universities and colleges that coordinate the use of their respective facilities. Students in approved programs leading to degrees in one institutions have the opportunity to take courses at other Consortium institutions. Permission to enroll must be obtained from the department or faculty member teaching the course, and depends upon available space. Additional policies on Consortium registration can be found in the SPHHS Student Handbook or at http://www.gwu.edu/~regweb/web-content/registration/consortium_reg.html.

Academic Calendar

SPHHS follows the University's Academic Calendar, which can be found on the SPHHS website under Courses & Registration and at <http://www.gwu.edu/ac.cfm>. Please note the following when constructing your course syllabus:

- The University Academic Calendar includes provisions for make-up days (to make up classes missed when GW officially cancelled classes);
- The University Academic Calendar includes provisions for "designated Mondays" (to make up for Monday holidays);
- Final exams, if offered, must be scheduled during the official final exam period. *Please do not end your semester early in order to provide students with early final exams; students deserve to receive an entire semester of education.*

CREATING AND TEACHING YOUR COURSE

Syllabus Development

To ensure that all students have access to critical course information, SPHHS has adopted a common syllabus format. The syllabus must minimally include the following items:

- Course title and number
- Instructor, phone number and email
- Course description
- Teaching methodology
- How students will be evaluated
- Text/course resources
- Course learning objectives
- ADA statement - the Office of Disability Support Services has published a Recommended Syllabus Statement on its website, <http://gwired.gwu.edu/dss>
- Emergency information - the Office of Public Safety and Emergency Management has published Emergency Information for Syllabi at <http://www.gwu.edu/~avpaw/pdf/Emergency%20Info%20for%20Syllabus.doc>
- Academic Integrity Statement
- Course schedule of topics, assignments, due dates, and exam dates

To download the SPHHS syllabus template in Word document format please visit <http://www.gwumc.edu/sphhs/faculty/facultyResources.cfm>. Two templates are posted – one for MPH core courses, and one for all other SPHHS courses.

SPHHS maintains an electronic repository of syllabi for all courses taught each semester. Please email your syllabus to Robin Delk (sphrad@gwumc.edu) by the 2nd week of the semester.

Determining Appropriate Course Workloads

SPHHS expects that, on average, graduate students will spend two to three hours outside of class for every hour spent in the classroom. For example, if you are teaching a 3-credit graduate course that meets for three hours per week, you should plan your course readings, assignments, and exams such that your students can be well-prepared for your course if they spend 6-9 hours outside of class per week (on average) on your coursework. For undergraduate courses, students are generally expected to spend about two hours outside of class for every hour spent in the classroom.

Choosing Textbooks and Course Packs

One of the most important aspects of designing a course is choosing appropriate reading assignments.

Efollett's FacultyWeb gives college faculty access to textbook information, including lists of top-selling titles by course and discipline; textbook reviews; ordering of desk copies, book-in-use data; new title information; discussion forums; and a course materials information exchange. FacultyWeb is available on a free membership basis for any college or university professor. For more information visit <http://efollett.facultyonline.com/>

Through BlackBoard's e-Reserve feature, you can request that the Himmelfarb Library post articles to your BlackBoard site so that your students may easily access them.

XanEdu CoursePacks are an easy way to provide a comprehensive, up-to-date coursepack online. They are selected from an expanding library of journals, periodicals, and newspapers from the powerful ProQuest® database. <http://www.xanedu.com/>

University Custom Publishing is a resource for custom publishing, case studies, and copyright clearance. <https://www.universitycustompublishing.com/>

LAD Custom Publishing connects you, your students and your bookstore for Harvard Business School Publishing and other copyrighted content. <http://www.ladcustompub.com/>

GWU Bookstore

The University Bookstore is located on the ground floor of the Marvin Center or online at <http://www.gwu.bkstr.com/>. Textbook order forms are made available to department chairs for distribution to the faculty well before the beginning of each semester. Fall textbook adoption forms should be returned to the University Bookstore by April 3rd; spring adoption, by October 8th, and summer adoptions, by March 6th. Alternatively, you can submit your book orders online at www.efollett.com (choose your university), or through the bookstore's website (click on eDoptions). Please determine your requirements for books and supplies as early as possible and place orders in a timely manner. This benefits students by reducing prices.

Copyrights

Faculty are responsible for:

- Ensuring that the materials they want to put on reserve are in compliance with Copyright Law, and the guidelines for Multiple Copies for Classroom Use, outlined below;
- Obtaining copyright clearance/permission for materials that are going to be re-used in future semesters;
- For e-reserves, ensuring that only students enrolled in the course have access to the reserve materials online;
- Picking up their materials at the end of each semester.

Fair Use: Reproduction of copyrighted materials for the purposes of scholarship, research and teaching is legally deemed to be fair use of published materials. However, the Fair Use section of the Copyright Act outlines specific provisions pertaining to purpose, nature, substantiality and market effect of reproducing copyright materials. These provisions must be observed.

Himmelfarb Library's reserve policy reflects the Fair Use provisions of the Copyright Act. When making the determination of whether use of a particular work constitutes fair use, the following four factors from the Copyright Act will be used:

- The purpose and character of the use, including whether such use is of a commercial nature or is for nonprofit educational purposes;
- The nature of the copyrighted work;
- The amount and substantiality of the portion used in relation to the copyrighted work as a whole; and
- The effect of the use upon the potential market for or value of the copyrighted work.

Follow these guidelines regarding Multiple Copies for Classroom Use when placing materials on reserve. E-Reserve Materials must meet the same criteria as print materials.

- Brevity - A complete article of 2,500 words or less, or excerpts of not more than 1,000 words or 10% of the total work.
- Spontaneity - The copying is done at the instance and inspiration of the teacher, and, the timing between the decision to use the work for a course, and its actual use, is too short to allow for permission to be granted.
- Cumulative Effect - The materials are used for only 1 course in the school. No more than 3 articles, essays, or 2 excerpts may be copied from the same author; no more than 3 articles or excerpts from the same collective work or periodical volume during one class term.

If your materials do not meet these criteria, you will be required to obtain copyright clearance before placing an item on course reserve.

The complete University policy on copyright can be found at:

- GW copyright policies at www.policy.gwu.edu
- Himmelfarb home page at <http://www.gwumc.edu/library/services/reserves/copyright.cfm>
- Office of General Counsel, 202-994-7503

Blackboard On-Line Instructional Course Management System

BlackBoard (Bb@GW) is an online course management system. GW maintains a license for the BlackBoard Learning System. This system enables you to provide students with syllabi, course-related materials, assignments, assessments, and communication features. Bb@GW is an authenticated system, so that only students who are registered for your course(s) can gain access to your online content.

All courses offered by the School of Public Health and Health Services are automatically posted on BlackBoard; look for your course on your Blackboard site <http://blackboard.gwu.edu/> approximately 4 weeks prior to the beginning of the semester. Registered students automatically appear on your BlackBoard course roster. Once you "activate" your course on BlackBoard, registered students and faculty of record will be able to access your BlackBoard site. *SPHHS strongly encourages all faculty members to use BlackBoard to post course materials and to communicate with students.*

Frequently asked questions about developing a course on BlackBoard can be found at the following URL: <http://blackboard.gwu.edu/webapps/portal/frameset.jsp> The Center for Innovative Teaching and Learning (CITL) has an step-by-step online BlackBoard guide at <http://citl.gwu.edu/bbtour/>.

If you have never used BlackBoard, you will find it very valuable to take a BlackBoard training workshop or stop in to ask members of the CITL staff any questions you may have about Blackboard. For scheduled workshops, see <http://cidd.gwu.edu/workshops>. The Himmelfarb Library also hosts BlackBoard workshops; for the full schedule of library classes please visit <http://www.gwumc.edu/library/courses/>.

Student Interaction and Availability

Students in your course should be able to contact you by email or phone; facilitate this by including accurate contact information in your course syllabus. You should acknowledge student inquiries as soon as possible. Please do not ask students to use a department's office number to contact you unless it is an emergency.

The University expects that you will schedule office hours of sufficient extent and variety so that you are easily accessible to students. If you are a part-time faculty member and are unable to establish set office hours, it is recommended that you note on your syllabus that students may meet with you by appointment.

If you will be away from the office or otherwise unavailable, please indicate this on your voicemail and with an email auto-reply, and let students and others know whom they can contact for assistance.

Substitutions and Class Cancellations

Conflicts that may cause an instructor to miss a class sometimes cannot be helped; however, these instances should not occur often. Check the entire semester schedule well in advance to determine if there are any conflicts with scheduled class time. If you have a conflict, it is your responsibility to secure a qualified substitute and note this on your course syllabus. In the event of a serious family or personal event, please try to arrange coverage.

Class cancellations should only occur due to emergencies, and you should arrange with students to provide that session's material in an alternate format (e.g. via Blackboard) or in a make-up session. As noted above under "Academic Calendar," the scheduled make-up days are meant for instances where the University officially cancels classes; please try to find an alternate make up day so that you don't end up conflicting with any "official" make-up days that are needed. To find "official" make-up days please visit <http://www.gwu.edu/ac.cfm>.

University Policy Regarding Religious Holidays (re: Teaching)

The administration has accepted a resolution of the Faculty Senate regarding the accommodation of the obligations of religiously observant students and faculty. The Senate recommended:

- that students notify faculty during the first week of the semester of their intention to be absent from class on their day(s) of religious observance.
- that faculty continue to extend to these students the courtesy of absence without penalty on such occasions, including permission to make up examinations.
- that faculty who intend to observe a religious holiday arrange at the beginning of the semester to re-schedule missed classes or to make other provisions for their course-related activities.
- that the Administration continue to circulate to faculty by the last week of the previous semester a schedule of religious holidays most frequently observed by our students with a notation that student members of other religious groups are also entitled to the same courtesies and accommodations.
- that the Administration convey this policy to students by including it in the Schedule of Classes and other places deemed appropriate.

A memorandum noting this policy is distributed twice each year, along with a compiled list of religious holidays most frequently observed by our students, to assist faculty with planning for the fall and spring semesters:

Scheduling Final Exams

All final exams must be given during the final exam period provided by the university. As noted above, *please do not end your semester early in order to provide students with early final exams*;

For undergraduate courses, the University will post a final exam schedule with your classroom assignment and will communicate this schedule to all instructors. While all exams must begin at the allotted time provided by the university, you can extend your exam beyond that time as long as you make arrangements with the University's Classroom Services office to reserve your classroom beyond the standard two-hour period.

Classroom assignments can be changed up until three days prior to the scheduled exam date. Please be advised that classroom assignments can change due to conflicts up until that date, so you should check your assignment within three days prior to your exam.

Exams are scheduled to avoid as many conflicts with other exams as possible. However, conflicts do occasionally occur. If you have a conflict, please contact Classroom Services at 202-994-7769.

Graduate courses: Almost all SPHHS graduate courses meet once per week. Please hold your final exam (or final presentations, if you do not have an exam) on your normal course meeting day and time, within the final exam period. Your normal classroom will generally be scheduled for you through the final exam period; if not, Classroom Services will contact you to confirm your room needs.

Final Exam Conflicts

If a student has three final exams scheduled for the same day, one exam should be rescheduled. Rescheduling of the exam should take place at least three weeks prior to the last day of classes and the make-up exam should be scheduled during the examination period. Rescheduling the exam should be achieved in consultation with the instructors involved and the student should select which exam to reschedule.

Student Course Evaluations

At the end of each semester, students are given an opportunity to provide honest feedback about the quality of instruction they are receiving at the School of Public Health and Health Services. SPHHS values student input, and the information provided is shared with instructors, department chairs and deans so that the quality of SPHHS educational programs may be improved. Evaluations are conducted online and responses are recorded anonymously. *Please strongly encourage your students to complete course evaluations*; a high response rate results in more representative feedback.

ASSIGNING AND REPORTING GRADES

Grading

Ideally, you should structure your course so that students have multiple opportunities throughout the semester to receive feedback and evaluation on their work. It is not advisable to base the entire grade, or a large portion of it, on a single exam or paper due at the end of the semester.

IMPORTANT: Do not report grades (except I or IPG – see below) until students have completed course requirements. A “placeholder” grade should never be filed pending the student's completion of requirements. If you are concerned about implications for graduation and/or registration as a result of a delay in submitting a student's grade, please feel free to contact the Office of Student Records (see p. 17) for guidance.

Use the following grading system for undergraduate courses: A – Excellent; B – Good; C – Satisfactory; D – Low Pass; F – Fail; P – Pass; I – Incomplete; IPG – In Progress. Withdrawals are assigned by the Registrar. Other grades that may be assigned are: A-, B+, B-, C+, C-, D+ and D-.

Use the following grading system for graduate courses: A – Excellent; B – Good; C – Minimum Pass; CR – Credit; F – Fail; I – Incomplete; IPG – In Progress. Withdrawals are assigned by the Registrar. Other grades that may be assigned are: A-, B+, B-, C+, C-.

Incomplete (I): A student in your class who cannot complete course work for reasons beyond his or her control may ask you to assign a grade of Incomplete. This request must be made BEFORE the date when you assign your final grades. You are NOT obligated to award an Incomplete; you must be satisfied that the student's explanation is reasonable and compelling. A grade of Incomplete is appropriate ONLY if the student's prior performance and attendance in your course have been satisfactory. If a student who has failed to complete your course work does not satisfactorily justify why he or she should receive an Incomplete by the date when you must report grades, you should record a grade of "F" (or whatever grade the student has earned based on completed work). If acceptable reasons are presented later, you may initiate a grade change.

When you assign a grade of Incomplete, please make an agreement with the student in writing (email is acceptable) specifying the work that the student must complete, and the date it must be completed by, in order for you to change the student's grade.

When the student completes work for your the class, turn in a Grade Change Request (see below) to Student Records. The student's transcript will then reflect the grade in the form of "I", followed by the grade. The indication of "I" cannot be removed from the transcript.

Deadline to Remove an Incomplete: The student must complete the work by the date you have agreed upon (but no more than one calendar year after the end of your course), or the grade will be converted to an "F." Students may receive an extension if approved by petition.

In Progress (IPG): Students are given the grade of IPG only for non-traditional courses such as a Practicum, Capstone Course, Thesis or dissertation research, or independent study, in which the coursework is continuing into a subsequent semester or semesters.

Unauthorized Withdrawal (Z): Assign the symbol Z when students are registered for your course, but they have not attended or have attended only briefly, and have done no graded work. The symbol Z is not a grade but an administrative notation.

Change of Grade: To change a grade, complete a Grade Change Request, available from your department administrator. Submit this form directly to the Office of Student Records, Ross 222, for review and processing. For obvious reasons, do not give this form to students to deliver to Student Records.

Recording Grades: Grades should be submitted within five working days following the final exam, or following the last scheduled class meeting if no exam is given. Should you need more time to grade a significant amount of student work, please contact the Associate Dean for Academic Affairs to discuss an extended deadline. To submit grades, access GWeb at <http://gweb.gwu.edu> or see below. Never ask a student assistant to enter grades into GWeb.

Please note that entering grades into Blackboard is not the same as entering grades to GWeb!

Entering Grades through GWeb

Screen-by-screen instruction is available at

http://www.gwu.edu/~regweb/web-content/onlineforms/Faculty_Grading_instructions.pdf

Log in to the GWeb Info System (please see page 6) and click the link for Faculty Menu. From the Faculty Menu page, next click the link for Final Grades. You will be taken to the Select Term page. Select the appropriate term for which you wish to enter grades from the drop-down list, and click the Submit Term button. You will be taken to the Select CRN page. Select the course for which you wish to enter grades from the drop-down list and click the Submit button. You will be taken to the Faculty Final Grade Worksheet page for the term and CRN you chose. To enter grades for each student, use the drop-down list in the Grade column. Click the arrow to the right of the list, and then click on the letter grade you wish to assign. For help with grade codes, or for grading questions, click the Help link at the top of the page.

***IMPORTANT:** Please remember to click the Submit Grades button often, especially when entering grades for large classes. There is a 15-minute time limit on the page, which means that any changes not saved within 15 minutes will be lost.*

When you are finished entering grades, click the Submit Grades button at the bottom of the page. If your changes were successful, you will be taken to a page that is headed, "The grade changes you made were saved successfully." Print a copy of your grade sheet after the grades have been submitted by using the print function of your web browser. Students can generally view their grades on GWeb the next day.

For assistance, please contact the [ISS Help Desk](mailto:ISS_Help_Desk@gwu.edu) at 202-994-5530 or visit www.gwu.edu/~banner/faculty.

Student Grade Appeals

The SPHHS Student Handbook describes the following process for student grade appeals. If a student believes that an instructor has not fairly evaluated his or her work, s/he is asked to follow these steps.

- First, the student must discuss this situation with the instructor.
- If, after discussion with the instructor, a student does not feel that s/he has been evaluated fairly, then s/he must contact the chair of the department that offers the course. Some chairs have established written appeal procedures; others evaluate appeals on an ad hoc basis. (Exception: BSPH students should first contact the BSPH Program Director, before contacting the relevant department chair.)
- If, after discussion with the department chair, a student does not feel that his/her work has been evaluated fairly, then the student must contact the Associate Dean for Student Affairs and ask for a SPHHS Dean's Office to review their case. The Dean's Office will review the case and may choose to let the grade stand or may refer the case to the Committee on Public Health, Health Services, and Exercise Science Student Evaluation (a standing committee of the Medical Center Faculty Senate) for further evaluation.
- If a student is not satisfied with the decision within the SPHHS, then the next level of appeal is to the GWU Dean of Students' Office.

Conducting Research at GW

GW Research Handbook

Please visit <http://www.gwu.edu/~research/handbook/index.htm> for detailed policies and procedures related to research and sponsored projects.

SPHHS Research Action Plan

The SPHHS Faculty endorsed a Research Action Plan in 2006 with the following vision and goals:

Working together in the nation's capital, the SPHHS is committed to collectively conceptualizing and conducting research that influences policy and advances the health and well-being of local, national and global communities.

SPHHS will:

- Work in partnership with communities to conduct research that will result in public health improvements in those communities
- Form multi-disciplinary collaborations to help meet important public health challenges
- Foster an environment that supports creative and synergistic research productivity
- Translate research into policies, practices, methodologies, and programs
- Disseminate knowledge through innovative approaches

Goals:

1. Expand SPHHS' research capacity to serve priority populations that will ultimately improve public health locally, nationally, and globally.
2. Strengthen SPHHS' multi-disciplinary, inter-disciplinary and trans-disciplinary research collaboration within the University.
3. Enhance SPHHS research infrastructure and capacity.
4. Foster the dissemination and implementation of effective SPHHS research-based public health concepts and innovations.
5. Ensure that SPHHS is a primary resource for public health expertise locally, nationally, and internationally.

Visit <http://www.gwumc.edu/sphhs/faculty/facultyResources.cfm> to link to the full Research Action Plan. The SPHHS Research Committee, composed of faculty from all SPHHS departments, is implementing the Plan.

Principal Investigator Responsibilities

The Principal Investigator (PI) is responsible for the overall management of the scientific, technical, financial, compliance and administrative aspects of the sponsored research program in accordance with relevant regulations, University Policy, the Faculty Handbook and the GW Research Handbook. The Principal Investigator may delegate many of the administrative tasks to staff members but has primary responsibility for the grant, contract or cooperative agreement. The Principal Investigator prepares the technical narrative and develops the budget to support the proposed activity. The Principal Investigator identifies the need for subcontracts, collaborators and additional space or funding requirements. The Principal Investigator prepares all proposal forms and required regulatory forms and verifies that the proposal conforms to sponsor technical and administrative requirements. As soon as the PI makes a decision to apply for external funds, s/he is responsible for informing the department Chair and Administrative Manager as well as the Associate Dean for Research of intent to apply.

Human Research and the Institutional Review Board

If you are planning to conduct research involving human subjects you must obtain Institutional Review Board (IRB) review and approval before collecting or analyzing any data. Visit the Office

of Human Research website (<http://www.gwumc.edu/research/human/>) to learn about the IRB process and requirements for submitting your protocol for review and approval. Click on the Forms page to view:

- Decision charts to determine which type of review is appropriate for your study.
- Consent from guidance documents (under Full Review and Expedited Review)
- IRB submission forms appropriate for each type of review
- HIPAA forms

The IRB is composed of more than 40 members representing University faculty, staff, students, Medical Faculty Associate (MFA) and George Washington University Hospital employees and the local community. The IRB is comprised of two independent review committees and a third, executive committee, comprised of chairs and vice-chairs of the other two panels. Each committee meets monthly to review human subjects research and related issues. Please note that GWU is now utilizing Western IRB (WIRB) to review all sponsored clinical trials research.

Contact the Office of Human Research (OHR) at Ross Hall, Suite 613, ohrirb@gwumc.edu, or 202-994-2715.

CITI Training (Human Subjects)

The Collaborative Institutional Training Initiative (CITI) is a subscription service providing research ethics education to all members of the research community. All Principal Investigators and members of the research team are required to have completed CITI training prior to requesting IRB review of a research proposal and prior to conducting any research involving human subjects. This training requirement also applies to student researchers and their faculty advisors. It is also important to maintain current CITI training until your study is closed through the Office of Human Research. To complete the CITI Training please go to <https://www.citiprogram.org/>

Proposal Guidance

Different types of research proposals are submitted in response to different types of solicitations and the status of an investigator's research program. These include: New Proposals, Renewal/Non-competing Continuations, Competing Continuations, Revised Budget, Research, Supplements, Transfers, No-Cost Extensions, Fellowship, Financial Aid, or other sponsored research proposals.

Proposals can be categorized in a number of different ways based on purpose, type of award,, solicited vs. unsolicited, and so forth as defined in [Appendix C](#) of the GW Research Handbook, and listed below. Additionally, at GW, proposals are categorized for internal processing purposes as proposals requiring Chair approval and those requiring approval by the Vice President for Research.

Proposal Types

- *Solicited Proposals*: are those submitted in response to a particular program announcement. The sponsor is actively seeking proposals in a certain area. There are usually specific guidelines and requirements to preparing the proposal in terms of form and content. There is usually some deadline attached to the solicitation.
- *Unsolicited Proposals*: on the other hand are those initiated solely by the faculty member. They do not correlate to any specific program announcement, although they may be in response to a general program announcement or a Broad Agency Announcement. In other words, this is a proposal the sponsor has NOT requested. Many funding entities have general requirements for the format of such proposals.
- *Invited proposals*: are proposals that are specifically directed at GW due to some prior work or relationship with a sponsor or arising from some unique capabilities and is in response to a request from a prospective sponsor, usually a foundation.

Time Required for Proposal Review and Approval

It is very important for Principal Investigators to plan for early and close coordination with and among the University's core offices that support research. By touching base early, you alert the appropriate people who will become instrumental later in helping you verify that your proposal is properly prepared and submitted and that any resulting award is effectively established and executed.

To provide advance notice about proposals being prepared, please contact the following individuals as soon as you make a decision to pursue the proposal opportunity:

- Dr. Rebecca Parkin, Associate Dean for Research and Public Health Practice, parkinr@gwu.edu;
- your department's research administrator (or administrative manager, if you don't have a research administrator); and,
- the Research Service Coordinator (RSC) (from the Office of Research) assigned to your department (see OVPR staff list at <http://www.gwu.edu/~research/orsstaffing.htm>).

By doing effective preliminary planning during the 30-90 day period prior to proposal submission deadline, you can complete the preparation phase with a solid sense of the sponsor's expectations, a thorough understanding of the proposal submission requirements, and a well-coordinated approach for ensuring necessary participation and support in the proposal processing and submission phases. In any event, please advise the three individuals mentioned above at least 25-30 days before proposal submission is due. In addition, please send an early draft of your narrative proposal to Rebecca Parkin no less than 10 days before the proposal is due.

Proposal and Budget Development

The Office of the Vice President for Research (OVPR) has developed an extensive website at <http://www.gwu.edu/~research/>. This website has policies, procedures, and resources related to pre-proposal activities, proposal development, budget development, forms and checklists, the process for submitting a proposal, post-award management, award close-out, training & compliance, and other policies and procedures. This material complements that found in the Research Handbook.

Work with your department's research administrator or administrative manager to draft the internal budget. The RSC can also provide advice for budget preparation and review guidelines with Principal Investigators to point out any obstacles to be dealt with early in the process (cost sharing requirements, consortia or subcontract documentation, etc.). Where appropriate, the RSC will provide applicable Facilities and Administration rates, Fringe Benefit rates, or other applicable rates as well as other basic information needed in the proposal. Additionally, the RSC can explain whether advance coordination with other organizations would be appropriate given the nature and purpose of the proposed research endeavor.

Conflicts of Interest and Commitment

The complex relationships among universities, government and industry require attention to standards of procedure and conduct in research. While the Faculty Code states, "faculty shall have a primary responsibility of devoting their time, thought, and energy to service of the University, of no less importance is a faculty member's responsibility to further her or his own professional development and the goals of her or his professional discipline. Conflicts of interest may occur when there is a divergence between a faculty member's private interests and professional service to the University. Under the University's "One-day-a-week" rule, a full-time faculty member (except for research and medical faculty) may spend the equivalent of up to one day a week on outside consulting and other professional activities, as long as it does not interfere with University obligations.

Please also see www.my.gwu.edu/files/policies/ConflictofInterestandcommitment.pdf

Other Resources

ATMs and Cashier

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), and in the lobby of the GW Hospital.

Colonial Central, on the ground floor of the Marvin Center, offers check cashing service to all full-time employees with valid identification cards. See <http://colonialcentral.gwu.edu/servicesnew>

Benefits Office / GW Division of Human Resources

The main office for GW's Division of Human Resources (HR) is located at 2033 K Street, NW Suite 220. The HR Benefits Administration website is <http://www.gwu.edu/~hrs/benefits/>. For your convenience, members of the Benefits Administration Department are located in the Academic Center, Room T101 to provide assistance to faculty and staff regarding benefit matters. If you have any questions, suggestions, and/or comments for the Benefits Administration Department, please feel free to send an email to benefits@gwu.edu.

The Center for Innovative Teaching and Learning

CITL is dedicated to assisting faculty in creating high-quality instructional materials, utilizing the most current instructional design approaches and instructional technologies. The Center promotes innovation, collaboration, collegiality, and the scholarship of teaching, by providing instructional consultations, workshops, events, grants, print and web-based resources, and an Instructional Technology Lab.

The Instructional Technology Lab supports technological innovation in the classroom, fosters collaborative instructional problem solving, and is committed to offering the highest quality services to support excellence in teaching.

Professional staff, including Instructional Designers/ Developers and Graphic Specialists, provide expertise to The George Washington University community in identifying instructional objectives, designing and developing instructional materials, creating technology-enhanced teaching modules, and assessing learning outcomes. For more information please visit <http://citl.gwu.edu/>

Administrative Offices
2035 F St., NW
Washington, DC 20052
citl@gwu.edu

Instructional Technology Lab
2130 H St., NW
Gelman Library, Suite B05A
Washington, DC 20052
202-994-0485

Colonial Community

The Colonial Community program supports learning dedicated to communication, respect, service, and teamwork through a focus on recognition, community building, and work life balance programs for GW Employees.

Visit <http://colonialcommunity.gwu.edu/about/> to learn about upcoming GW and local DC events, health and recreation groups such as a Weight Watchers, GW benefits and discounts, community building activities, Work-Life tools such as Family Care Services (child care, elder care), as well as other professional services and tools.

Counseling Center

The University Counseling Center offers a broad range of services to help students with academic and personal issues as they pursue their degrees at GW. Services include short-term individual therapy, group therapy, crisis assistance, academic skills assistance and workshops, and career counseling. In addition, counselors are available to consult with faculty about students of concern during business hours and after hours for emergencies (202-994-5300). Educational programs for classes are available on a variety of topics. Linked below are two handouts that you may find particularly helpful.

- Responding to Student Death/Trauma in the Classroom
<http://www.gwu.edu/~avpap/pdf/Responding%20to%20Student%20Trauma.pdf>
- Students in Distress: A Guide for Faculty and Staff
<http://www.gwu.edu/~avpap/pdf/Students%20in%20Distress%20Handout.pdf>

Disability Support Services

Disability Support Services (DSS) supports students with disabilities so that they may participate fully in university life, derive the greatest benefit from their educational experiences, and achieve maximum personal success. DSS currently serves over 700 GW students with a wide variety of disabilities, as well as those temporarily disabled by injury or illness. The DSS website has a host of helpful information for students and faculty. <http://gwired.gwu.edu/dss>

If a student whom you teach or advise needs assistance or accommodation based on the impact of a disability, he or she should contact you privately to discuss specific needs. It is essential that students needing support also contact Disability Support Services Office at 202-994-8250, Suite 242 Marvin Center, <http://gwired.gwu.edu/dss>, to establish eligibility and to coordinate reasonable accommodations.

eCycling

A new environmental regulation became effective February 24, 2003 in EPA Region III (including DC, VA, and MD) that encourages the GW community to recycle, rather than dispose of as waste, all electronic materials (e.g., computers, monitors, televisions, copy machines, cellular phones, fax machines, batteries, toner/ink cartridges and other related office equipment). As a result, the University established an Ecycle (short for electronic recycling) Working Group to develop a long-term and cost effective solution for managing these materials.

Electronic surplus that cannot be reallocated within the university can be properly handled by one of the following ways:

- Recycling the items through the University's Electronic Equipment Recycling Program
- Selling the electronic items to parties outside of the University
- Donating the items to tax-exempt, educational, research, charitable, 501 C3 organizations

For more information please see <http://www.gwu.edu/~ecycling/>

Escort Services

If you need an escort to a parking area or other nearby location, the University Police Department will provide one if you call 202-994-6110.

Facilities/Maintenance

Any Medical Center emergency work (electrical, plumbing, locksmith, etc) or minor maintenance work may be obtained by calling Facilities Management at 202-994-5755. 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. Please note that some Facilities services are billed.

Faculty/Employee Assistance Program

The Faculty/Employee Assistance Program is a service for University employees offering confidential counseling, problem assessment, and referral to other resources in the community. This program is available to all employees, and can help with a range of concerns. Examples include marital and family problems such as divorce, problems with children or parents, financial concerns, emotional disturbances, alcoholism and drug addiction, grief counseling, gambling, eating disorders, chronic illnesses, on-the-job stress, and problems with co-workers. Additional details are at http://www.gwu.edu/hr/manual/training/supervisory_content.html

For additional information or an appointment, contact Dr. Lee Smith at 202-676-2002. To encourage confidentiality, the Faculty/Employee Assistance Program office is located away from high traffic areas at 2112 F Street, N.W., Suite 501.

Libraries

Himmelfarb Health Sciences Library supports the educational and research missions of the faculty, students and staff of GW's Medical Center. The library has an extensive collection of online journals and e-texts. Please visit <http://www.gwumc.edu/library/index.cfm> to learn more. The Public Health Service Portal at <http://www.gwumc.edu/library/portals/pubhlthhs/educate.cfm> contains specific Himmelfarb library resources and information for those in SPHHS.

Gelman Library supports the entire University. Please visit <http://www.gelman.gwu.edu/>.

Information about other GW libraries is at <http://www.gwu.edu/discover/universitylibraries>.

Mail Services

The Medical Center mailroom, located in Ross Hall B-1, is open Monday through Friday, 8am to 5pm. Mail is delivered and picked up twice daily for all departments located on campus and once daily for departments located off-campus. If you have any questions regarding bulk mailings, obtaining departmental chargeback cards, your mailing account, or any other matters, call 202-994-2866 for assistance.

Marvin Center Services

Marvin Center offers a variety of services such as Ticketmaster, the GW bookstore, copying and binding, food and more. It is located at 800 21st NW, with an additional entrance on H Street. Information about the Marvin Center is available at: <http://gwired.gwu.edu/mc/>

Master Teacher Leadership Development Program

The GWUMC Master Teacher Leadership Development Program offers an exceptional learning opportunity for faculty in medicine, health sciences, public health and the basic sciences to enhance their teaching skills, pursue scholarship in education and develop their leadership potential.

Offered by the GW School of Medicine and Health Sciences in partnership with the Graduate School of Education and Human Development, the Master Teacher Leadership Development Program advances the Medical Center's mission of providing exemplary and innovative education programs. The Program prepares graduates to:

- Function as educational role models and resources for students and faculty
- Design educational experiences to maximize student learning
- Tailor teaching techniques to different learning styles
- Lead organizational change related to learning
- Effectively facilitate group discussions and meetings
- Improve work team effectiveness and diagnose work team issues
- Apply evidence-based medical practices
- Assess the strength of substantiation in the medical and health sciences literature
- Pursue education-related research in medicine, health and basic sciences, and public health

- Evaluate training and educational programs
- Recognize organizational issues that impact learning
- Provide meaningful coaching and feedback to others.

For more information please visit <http://www.gwumc.edu/smhs/mtldp/>

Metro

Ross Hall is immediately adjacent to the Foggy Bottom Metro station (Orange and Blue lines). Other SPHHS locations (see department list on pages 3-4) are within about 10 minutes walking distance, or less.

Pre-Tax Transportation Benefit SmarTrip/SmartBenefit Voucher Program

This pre-tax transportation benefit allows benefit eligible employees (full-time and regular part-time) to set aside up to \$230 per month on a pre-tax basis. You may elect payroll deductions in \$10 increments starting at a minimum of \$40 to a maximum of \$230 per month for the purchase of SmartBenefit Vouchers or for adding value to your SmarTrip card. SmarTrip cards may be used for Metrorail, Metrobus, Metro Parking and various area transit providers who accept the SmarTrip card as a payment option. The SmartBenefits vouchers can be used as fare exchange for regional transit systems that have not adopted the SmarTrip payment option. Those systems are Virginia Railway Express (VRE), MARC Train Service, MTA commuter buses (Eyre, Dillon's, and Keller) and MetroAccess. SmartBenefit vouchers cannot be transferred to a SmarTrip card. Visit Metro's Internet site at: <http://www.wmata.com> to learn more about the SmarTrip card and the SmartBenefits voucher program.

You may enroll, change or terminate your benefit any time during the year by completing a new Enrollment/Change Form. <http://www.gwu.edu/~payroll/forms/Enrollment%20Form%202009.pdf>

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 DC, phone: 301-718-0208

Orientation for New Graduate Students

All Faculty are strongly encouraged to attend our School's Graduate Student Orientation program. The events and activities are designed to give graduate students an introduction to the School, the University, and the Foggy Bottom area.

The orientation usually begins by bringing all the new students together to focus on a case study. In a "Student Services 101" session, staff and current students cover important administrative details, and field questions students may have about student life at SPHHS and GW. Students then have the opportunity to meet with the faculty of their department. The Orientation wraps up with the Student Association Social to welcome the new students to the SPHHS Community. For more information please visit <http://www.gwumc.gwu.edu/sphhs/studentres/orientation/>

Orientation for New Undergraduate Students – Colonial Inauguration

New undergraduate students are welcomed to GW through Colonial Inauguration (CI). CI is designed to welcome students to the GW family and acquaint them with campus services, opportunities, and community. Colonial Inauguration is an experience for the whole family, with distinct sessions tailored for students, parents, and younger siblings. Students will meet many administrators and academic advisors, as well as the Colonial Cabinet, and orientation leaders.

Pay Periods/Direct Deposit

All full-time and most part-time faculty are paid on the last day of each month. GW encourages the use of direct deposit, through which your pay will be deposited directly to your bank account. To arrange for direct deposit, employees simply complete and sign a Direct Deposit Authorization

form and attach a voided check. The form may be obtained from Payroll Services. Once the authorization is received by Payroll Services, it may take one pay cycle to become active.

Direct deposit users are notified each pay period by e-mail that their EasyView deposit notification is available for viewing and printing. Simply click on the link in your e-mail and log into GWeb. Both current and previous paychecks are available for viewing and printing. Questions regarding direct deposit may be directed to Payroll Services at (703) 726-4463.

If you prefer to collect your paychecks at your departmental office or have them mailed to your home, please see the following website for the appropriate forms and information
<http://www.gwu.edu/~payroll/forms.html>

Parking

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 online at <http://www.gwu.edu/~parking/> or from the University Parking Services Office at 2211 H Street NW, 202-994-7275. Note that there is limited availability of street parking around the Medical Center campus.

Reserve a Classroom or Conference Room for Events and/or Meetings

A link to the Classroom Reservation Form is provided on the SPHHS Faculty Resource website, <http://www.gwumc.edu/sphhs/faculty/resources/>. To reserve a room, please fill out this online form. Please complete one form for each room request and/or date request and include any AV equipment needs. Please submit all room requests at least *72 hours in advance* of actual date needed. Confirmation notice will be sent via email.

The online form also includes contact information for the Facilities Office, if you need to request additional chairs, tables, table skirting, etc.

For routine class scheduling, please note different procedures described on pages 18-19.

University Seminars

The George Washington University Seminars program was established in 1985 to foster sustained discussion of issues that cross traditional disciplinary boundaries among members of the GW faculty and their distinguished counterparts in universities, research centers, federal agencies, international organizations, and private industries throughout the Washington, D.C. metropolitan area. Only topics that warrant intensive continuing inquiry are approved as organizing themes for the Seminars. Proposals for University Seminars are solicited once a year in the spring.

If you are interested in joining a particular Seminar, please contact the Convener or the Office of the Associate Vice President for Graduate Studies and Academic Affairs. Call (202) 994-0514 for further details or visit <http://www.gwu.edu/~gsaa/seminars.html>

Writing Center

The George Washington University Writing Center conducts free, one-on-one sessions with undergraduate and graduate students to assist them with course writing assignments, research papers, theses, and personal statements. Trained graduate and undergraduate peer tutors help students develop and focus their ideas, implement an organizational strategy, utilize evidence proficiently, and clarify their syntax and diction.

If your students are having difficulty with writing assignments, you may wish to refer them to the University Writing Center for assistance. Visit <http://www.gwu.edu/~gwriter/> for more information.