

# **Master of New Professional Studies: Knowledge Management**

*Offered by*



**School of Public Policy**

## **Program Description and Admissions Information**

**School of Public Policy  
George Mason University  
Graduate Admissions  
3401 Fairfax Drive, MS 3B1  
Arlington, VA 22201**

**Telephone: 703-993-8099  
Email: [spp@gmu.edu](mailto:spp@gmu.edu)  
Web: <http://policy.gmu.edu>**

**Master of New Professional Studies: Knowledge Management**

Table of Contents

I. PROGRAM CURRICULUM ..... Page 3

II. SPP ADMINISTRATION AND FACULTY ..... Page 4

III. SPP CAREER SERVICES, INTERNSHIPS, AND ALUMNI RELATIONS ..... Page 9

IV. ADMISSIONS AND APPLICATION PROCEDURES ..... Page 10

V. FINANCIAL AID AND COST INFORMATION ..... Page 11

VI. GMU LIBRARIES AND RESOURCES ..... Page 12

VII. DIRECTIONS TO GMU – ARLINGTON CAMPUS ..... Page 13

This Guide incorporates most of the requirements and rules pertaining to the master’s program in the School of Public Policy. In addition, the University catalog (current edition) and associated requirements and rules, along with other pertinent University policies apply to, and in the case of inconsistency, take precedence over this Guide.

Revised: June 16, 2008

# MASTER OF NEW PROFESSIONAL STUDIES: KNOWLEDGE MANAGEMENT PROGRAM CURRICULUM

The **Master of New Professional Studies (MNPS): Knowledge Management (KM)** is intended for graduate professionals in all types of organizations who are working in the areas of general management, knowledge management, information technology, management information systems, systems integration, or process reengineering.

The program is 36-credits and is offered jointly with the National Defense University (NDU) Information Resources Management College (IRMC). Admission is limited to holders of NDU certificates. All KM degree applicants must have completed either the Chief Information Officer (CIO) Program or Advanced Management Program (AMP) offered by the NDU-IRMC or its equivalent. These applicants will generally be eligible to transfer in 15 hours of graduate credit towards their master's degree.

Courses offered by GMU comprise an additional 21 hours required for the master's degree. These consist of 12 credit hours of core courses, 6 hours of electives, and an experimental component – relevant work experience or a supervised internship – submitted for the final 3 hours. The GMU courses focus on the social-organizational aspects of knowledge management, with students participating in a series of projects. Students' learning is supported by the use of collaborative technology.

## **KNOWLEDGE MANAGEMENT PROGRAM CURRICULUM:**

Master's degree applicants must have completed either the Chief Information Officer (CIO) Program or Advanced Management Program (AMP) offered by the NDU-IRMC or its equivalent.

Additional 21 credit hours offered by GMU are as follows:

### **Core Courses:**

	<b>12 credits</b>
MNPS 700 The New Professionalism: Theory and Practice	3
MNPS 702 The New Professional as Reflective Practitioner	3
MNPS 703 Technology and Learning in New Professions	3
LRNG 762 Strategic Knowledge Management	3

### **Electives:**

These two course may include:

	<b>6 credits</b>
ITRN 773 International Strategic Management	3
ITRN 701 International Issues in Knowledge Management	3
PUBP 736 E-Commerce and the Digital Divide	3
PUBP 775 Economics of Electronic Commerce	3
PUBP 777 Critical Information Technology Infrastructures	3

### **Experiential Component:**

This may include relevant work experience or a supervised internship, subject to the approval of the program director.

**Total Credit Hours (GMU):      21 credits**

## SPP ADMINISTRATION AND FACULTY

Kingsley E. Haynes, Ph.D.	Dean	<a href="mailto:khaynes@gmu.edu">khaynes@gmu.edu</a>	(703) 993-4108
James H. Finkelstein, Ph.D.	Vice Dean	<a href="mailto:jfinkel@gmu.edu">jfinkel@gmu.edu</a>	(703) 993-2269
Roger Stough, Ph.D.	Associate Dean for Research and Development	<a href="mailto:rstough@gmu.edu">rstough@gmu.edu</a>	(703) 993-2285
Ann Baker, Ph.D.	Director, Organization Development and Knowledge Management	<a href="mailto:abaker1@gmu.edu">abaker1@gmu.edu</a>	(703) 993-3805
Mark Addleson, Ph.D.	Associate Professor, Organization Development and Knowledge Management	<a href="mailto:maddleso@gmu.edu">maddleso@gmu.edu</a>	(703) 993-3804
Tojo Thatchenkery	Associate Professor, Organization Development and Knowledge Management	<a href="mailto:thatchen@gmu.edu">thatchen@gmu.edu</a>	(703) 993-3808
Denise Napoliello	Program Administrator, Organization Development and Knowledge Management	<a href="mailto:dnapolie@gmu.edu">dnapolie@gmu.edu</a>	(703) 993-1142
Leslie M. Levin	Assistant Dean of Graduate Admissions and Marketing	<a href="mailto:lmetzger@gmu.edu">lmetzger@gmu.edu</a>	(703) 993-8099
Tennille Haegele	Assistant Director of Graduate Admissions	<a href="mailto:thaegele@gmu.edu">thaegele@gmu.edu</a>	(703) 993-8099
Jill V. Emerson	Assistant Dean of Student Services	<a href="mailto:jemerson@gmu.edu">jemerson@gmu.edu</a>	(703) 993-8209
Duane D. Bradshaw	Associate Director of Career Development	<a href="mailto:dbradsha@gmu.edu">dbradsha@gmu.edu</a>	(703) 993-3188
Silva Pecini	Assistant Director of Student Services	<a href="mailto:specini@gmu.edu">specini@gmu.edu</a>	(703) 993-4157
Nancy Dunham	Assistant Director of Student Services	<a href="mailto:ndunham1@gmu.edu">ndunham1@gmu.edu</a>	(703) 993-4975
Jocelyn S. Rappaport	Director of Communications	<a href="mailto:jrapppapo@gmu.edu">jrapppapo@gmu.edu</a>	(703) 993-8218
Jennifer L. Torney	Arlington Campus Administrator	<a href="mailto:jtorney@gmu.edu">jtorney@gmu.edu</a>	(703) 993-3179
Darcelle Campbell	Arlington Campus, Administrative Assistant	<a href="mailto:dcampbe3@gmu.edu">dcampbe3@gmu.edu</a>	(703) 993-8200
William H. Coester	Administrator	<a href="mailto:wcoester@gmu.edu">wcoester@gmu.edu</a>	(703) 993-2261
Susan McClure	Assistant to the Dean	<a href="mailto:mmcclure@gmu.edu">mmcclure@gmu.edu</a>	(703) 993-4108

### Faculty and their Research

**Zoltan J. Acs**, University Professor; Ph.D., The New School, 1980. Mathematical economics; microeconomics; macroeconomics; managerial economics and public policy; the global economic environment; technology management; entrepreneurship and innovation; new venture creation; global and domestic business environment; global and domestic business environment.

**Mark Addleson**, Associate Professor; Ph.D., University of Witwatersrand, 1992. Knowledge management; organizational change; learning organizations; methodology of social inquiry; Austrian economics.

**David J. Armor**, Professor of Public Policy; Ph.D., Harvard University, 1966. Education policy; family policy; welfare policy; civil rights/race relations policy (desegregation, affirmative action); military manpower; methodology (statistical analysis, survey design).

**Philip E. Auerswald**, Assistant Professor; Ph.D., University of Washington, 1999. Innovation; entrepreneurship; economics of security; energy policy.

**Ann Baker**, Associate Professor and Director, Organization Development & Knowledge Management; Ph.D., Case Western Reserve University, 1995. Organization change; group & organization communication to promote innovation; knowledge management; cross-cultural communication.

**Kenneth J. Button**, University Professor; Ph.D., Loughborough University, U.K, 1981. Transportation economics; transport planning; economics of privatization and regulation; environmental economics; regional economics; urban economics.

**Desmond Dinan**, Professor of Public Policy and Jean Monnet Chair; Ph.D., National University of Ireland, 1985. Global governance; European Union institutions, history and historiography.

**Michael K. Fauntroy**, Assistant Professor of Public Policy; Ph.D., Howard University, 2001. American government and politics; race and public policy; urban policy; District of Columbia governance.

**James H. Finkelstein**, Professor and Senior Associate Dean; School of Public Policy; Ph.D., The Ohio State University, 1980. Education policy and qualitative research methods.

**Allison Frendak-Blume**, Assistant Professor of Public Policy and Academic Director, Peace Operations Policy Program; Ph.D., George Mason University, 2004. Conflict analysis and resolution, international peacekeeping.

**A. Lee Fritschler**, Professor of Public Policy; Ph.D., Maxwell School of Citizenship and Public Affairs, Syracuse University, 1965. U.S. national government (Executive); relationship between the institutions of government; accountability; regulation; federalism; public management; science and public policy; higher education policy; U.S. Postal Service and communications policy.

**Stephen S. Fuller**, Dwight Schar Faculty Chair and University Professor of Public Policy and Regional Development; Ph.D., Cornell, 1969. Regional economic development; urban development; housing; urban planning; demographics; the Washington area's development; economic analysis; labor force; forecasting population, income, employment, real estate development; economic and fiscal impact analyses; economic development in developing countries.

**Jonathan L. Gifford**, Professor of Public Policy and Director, Transportation Policy, Operations, and Logistics Program; Ph.D., University of California, Berkeley, 1983. Transportation policy and planning; infrastructure policy and planning; urban and metropolitan planning and land use; technology standards and public policy; transportation and regional development policy; transportation finance and privatization.

**Jack A. Goldstone**, Virginia E. Hazel and John T. Hazel, Jr. Professor of Public Policy and Director, Public Policy Doctoral Program; Ph.D., Harvard University, 1981. Democratization; civil conflict; state failure and reconstruction; long-term social change; sources of economic growth.

**Thomas R. Gulledge**, Professor of Public Policy and Engineering; Ph.D., Clemson, 1981. Organizational informatics; enterprise integration.

**David M. Hart**, Associate Professor; Ph.D., Massachusetts Institute of Technology, 1995. Science and technology policy; business and politics; lobbying and representation; U.S. public policy process; U.S. policy history, especially business, economic and political history; international migration; entrepreneurship; global governance.

**Kingsley E. Haynes**, Ruth D. and John T. Hazel M.D. Endowed Chair and Eminent Scholar, Professor and Dean, School of Public Policy; Ph.D., Johns Hopkins University, 1970. Regional economic development and policy; infrastructure and transportation policy; knowledge management models; resource planning and analysis.

**Jack C. High**, Professor of Public Policy, Economics and Social Learning; Ph.D., UCLA, 1980. Economic regulation; economic growth; economic history; international trade and investment; international institutions.

**Christopher T. Hill**, Professor of Public Policy and Technology; Ph.D., University of Wisconsin, 1969. Science policy; technology policy; industrial innovation; R&D management; comparative science policy; Space; energy; homeland security policy and planning.

**Andrew Hughes Hallet**, Professor of Public Policy and Economics; DPhil, University of Oxford (Nuffield College), 1976. Open economy macroeconomics; policy coordination and exchange rate management; monetary integration (monetary and fiscal union in Europe); political economy models; fiscal policy; regionalism, policy choice and reform; the theory of economic policy and institutional design; dynamic games and bargaining models; risk and decisions under uncertainty; commodity markets, financial policy and strategic trade policy; numerical methods in economics.

**Michael R. Kelley**, Professor of Telecommunications; Ph.D., Catholic University of America, 1970. Telecommunications policy; policies for managing scarce radio frequency spectrum; government organizations and their approach to managing a variety of public assets (oil, gas, fishing, hunting, etc.).

**Naoru Koizumi**, Assistant Professor; Ph.D., Hyogo College of Medicine, Japan, 2005, and University of Pennsylvania, 2002. Stochastic modeling; simulation of health care systems; applied statistics in health care; spatial statistics and applications of geographic information systems (GIS) in public health.

**Andrew Krepinevich**, Distinguished Visiting Professor of Public Policy, Ph.D., Harvard University, 1984. Strategic Planning; Military Balance Assessments; Organizational Learning; National Security Strategy.

**Todd M. LaPorte**, Associate Professor; Ph.D., Yale University, 1989. Technologies and organizations; technology and society; technology and politics; technology in politics; technology assessment and policy analysis; information and communications technologies; energy technologies; digital government, both worldwide and in the U.S.; comparative political and economic systems, particularly European; critical infrastructures; large technical systems; high reliability organizations and organizational failure; organization studies; public management and public administration; qualitative methods; data collection methodologies.

**Siona R. Listokin**, Assistant Professor, Ph.D., University of California, Berkeley, 2007. Public finance; political economy; retirement and welfare policy; public management; private regulation.

**Stuart S. Malawer**, Distinguished Service Professor of Law & International Trade; Ph.D., University of Pennsylvania, 1976; Diploma, Hague Academy of International Law (Research Centre for International Law & International Relations) 1971; J.D., Cornell Law School, 1967. U.S. trade law; global trade law; global trade relations; World Trade Organization (WTO).

**Monty G. Marshall**, Research Professor, School of Public Policy. BA 1988, University of Colorado; MA 1990, University of Maryland; PhD 1996, University of Iowa.

**Jeremy D. Mayer**, Associate Professor and Director, Master of Public Policy Program; Ph.D., Georgetown University, 1996. Public opinion; racial politics; foreign policy; presidential elections; statistical methods; survey methods; media politics.

**Connie L. McNeely**, Associate Professor of Public Policy; Ph.D., Stanford University, 1990. Culture and policy; states and society; international development; complex organizations and institutional analysis; comparative education; race, ethnicity, and nations; gender; social theory.

**Arnauld Nicogossian**, Distinguished Research Professor; M.D., Teheran University, 1964; Internal Medicine, Mount Sinai Medical Center/Elmhurst City Hospital, NY; M.S., Ohio State University, 1972; Board Certified Preventive Medicine/Aerospace Medicine, 1973. Public health policy; program/project management; strategic planning and execution of research and development; health and medical policy analysis; global public health; aerospace medicine; internal medicine.

**Wayne D. Perry**, Professor of Public Policy and Operations Research; Ph.D., Carnegie Mellon University, 1975. Science and technology; defense; international security and arms control; healthcare; operations research/management science; statistical models; stochastic processes; managerial economics and econometrics; policy analysis; cost-benefit analysis.

**John E. Petersen**, Professor of Public Policy; Ph.D., University of Pennsylvania, 1967. Public finance (government finance), both domestic (state, local, federal) and international; international finance and financial institutions.

**James P. Pfiffner**, University Professor of Public Policy; Ph.D., Wisconsin, 1975. The presidency; Congress; American national government and policy process; public administration.

**Ramkishan S. Rajan**, Associate Professor of Public Policy; Ph.D., Claremont Graduate University, 2000. International economics (open economy macroeconomics, finance, and trade) with particular reference to Asia.

**Kenneth A. Reinert**, Associate Professor of Public Policy and Director, International Commerce and Policy Program; Ph.D. University of Maryland, 1988. International trade policy; international development policy; multilateral development organizations; foreign direct investment.

**James D. Riggle**, Research Associate Professor, Ph.D., George Mason University, 2002. American government and politics, regional economic development.

**Charles S. Robb**, Distinguished Professor of Law and Public Policy, J.D., University of Virginia, 1973.

**Hilton L. Root**, Professor of Public Policy; Ph.D., University of Michigan, 1983. International economics; international finance; international development; developing nations; political economy of the design and implementation of development policy, economic policy reform; North-South relations and Asian-Pacific affairs.

**Mark J. Rozell**, Professor of Public Policy; Ph.D., University of Virginia, 1987. The presidency; media and politics; religion and politics.

**Catherine Rudder**, Associate Dean for Academic Affairs; Ph.D., Ohio State University, 1973. American political institutions and politics; Congress; tax policy making; self-regulation; governance; non-profit institutions.

**Stephen R. Ruth**, Professor; Ph.D., University of Pennsylvania, 1971. Rationalization of technology-based learning interventions; technology diffusion in developing nations; religious/theological issues in public policy formulation.

**Laurie A. Schintler**, Associate Professor of Public Policy; Ph.D., University of Illinois at Urbana-Champaign, 1995. Critical infrastructure; transportation; quantitative methods; regional development.

**Louise Shelley**, Professor of Public Policy; Ph.D., University of Pennsylvania, 1977. Transnational crime; terrorism; corruption; human trafficking; Soviet successor states.

**Martin Jay Sherwin**, Professor of History and Public Policy; Ph.D., University of California – Los Angeles. The Cold War (foreign policy, domestic politics & culture); history of United States foreign policy; history of the nuclear arms race (diplomacy, politics, science, culture); science and public policy; film (documentary and feature) and history.

**Carlos E. Sluzki**, Research Professor; M.D., University of Buenos Aires, 1960. Social networks; refugees; migration; violence.

**Rainer Sommer**, Associate Professor of Public Policy, and Director, Enterprise Engineering and Policy Program; Ph.D., Columbia Pacific University, 1991, and George Mason University, 1998. Enterprise engineering and telecommunications.

**Roger R. Stough**, NOVA Endowed Chair and Professor of Public Policy, and Associate Dean for Research and Outreach, School of Public Policy; Ph.D., Johns Hopkins, 1978. Regional economic development policy and analysis; information technology policy; transportation policy; entrepreneurship.

**Tojo J. Thatchenkery**, Professor of Organizational Learning; Ph.D., Case Western Reserve University, 1994. Organizational learning and development; knowledge management; ethnicity, organizational mobility, and diversity; information communication technology (ICT) and development of Southeast Asia.

**Susan Tolchin**, University Professor; Ph.D., New York University, 1968. Public policy theory; federal government (US); federal regulation; ethics.

**Janine R. Wedel**, Professor; Ph.D. University of California, Berkley, 1985. Governing; corruption and the state; foreign aid; social networks; eastern Europe; anthropology of public policy.

**Alexander E.R. Woodcock**, Professor; Ph.D., University of East Anglia, England, 1968. Mathematical modeling and analysis; command and control and combat modeling.

## Selected Affiliated Faculty

**Kevin Avruch**, Professor of Anthropology; Ph.D., University of California, San Diego, 1978.  
**Timothy Conlan**, Associate Professor of Government and Politics; Ph.D., Harvard, 1981.  
**Thomas Dietz**, Professor of Sociology; Ph.D., University of California, Davis, 1979.  
**George L. Donahue**, Professor of Systems Engineering and Operations Research; Ph.D., Oklahoma State University, 1972.  
**Robert L. Dudley**, Associate Professor of Government and Politics.  
**Terry L. Friesz**, Professor of Systems Engineering & Operations Research; Ph.D., Johns Hopkins University, 1977.  
**Gregory A. Guagnano**, Associate Professor of Sociology; Ph.D., University of California, Davis, 1986.  
**Hugh Hecl**, Robinson Professor of Public Affairs; Ph.D., Yale University, 1970.  
**James T. Hennessey**, Chief of Staff; Ph.D., George Mason University, 1997.  
**Julianne G. Mahler**, Associate Professor of Government and Politics; Ph.D., State University of New York, Buffalo, 1976.  
**John Paden**, Robinson Professor of International Studies; Ph.D., Harvard University, 1968.  
**Priscilla M. Regan**, Associate Professor of Government and Politics; Ph.D., Cornell University, 1981.  
**Joseph A. Scimecca**, Professor of Sociology; Ph.D., New York University, 1972.  
**Edgar H. Sibley**, University Professor; Sc.D., Massachusetts Institute of Technology, 1967.

## Instructional and Research Faculty

**Brien Benson**, Research Associate Professor; Ph.D., George Mason University, 1998.  
**Audrey E. Clarke**, Research Professor; Ph.D., Kent State University, 1992.  
**George Cook**, Affiliate Professor; A.B., George Washington University, 1957.  
**David F. Davis**, Research Assistant Professor, School of Public Policy; M.S. (Applied Mathematics), 1981, M.S. (Operations Research), Naval Postgraduate School, 1981.  
**Lisa Fowler**, Research Assistant Professor; Ph.D., George Mason University, 2006.  
**Roger G. Harrison**, Distinguished Visiting Professor; Ph.D., Claremont Graduate School, 1979.  
**Arthur S. Melmed**, Research Professor; M.S.E.E., Columbia University, 1956.  
**Jean P.H. Paelinck**, Distinguished Visiting Professor, Doctor of Law, University of Liege, Belgium, 1954.  
**Alexander E.R. Woodcock**, Research Professor; Ph.D., University of East Anglia, England, 1968.

## Adjunct Faculty

Simon Bensimon, Ph.D	Robert A. Rogowsky, Ph.D.
Nirmala Cherukupalle, Ph.D.	John Rosenwasser, Ph.D.
Michael Curtis, Ph.D.	Bonnie Stabile, Ph.D.
Brent Eastwood, Ph.D.	John Sullivan, Ph.D.
G. Daniel Gaske, Ph.D.	Marc Thilbault, Ph.D.
Delio Gianturco, M.A.	George W. Thompson, J.D.
John Gordon, Ph.D.	Cathryn Q. Thurston, Ph.D.
David Muhlhausen, Ph.D.	Irvin Varkonyi, M.B.A.

# School of Public Policy

## Student Services

### *Advising*

The Office of Student Services works in conjunction with faculty advisors to counsel students on academic issues through the exploration of the students' academic, career, and personal goals. The Student Services staff is available to assist students with course selection and the registration process as well as the interpretation of academic regulations and policies. The office also helps students track their progress towards degree completion and provides resource referral when students are in need of specialized assistance.

### *Career Development*

The School of Public Policy (SPP) offers comprehensive career services at the Arlington campus. The Student Services staff provides one-on-one assistance reviewing resumes and cover letters, exploring your career goals, identifying employment opportunities, and providing you with the skills needed to do a successful career search. We publish a weekly Career Services Newsletter which includes information on job postings, local events, career fairs, and networking events.

A number of workshops and information sessions are offered every semester. Examples of past events include "Finding and Securing a Federal Government Job", Foreign Service Information Session, Job Search Strategies, Job Search Strategies for F-1 International Students, Peace Corp Information Session, "What is the Presidential Management Internship Program," and "Developing your KSA's for the Federal Government Application".

During the Spring semester, SPP sponsors an annual career fair on the Arlington campus. In recent years, employers in attendance have included: U. S. Department of State, The Heritage Foundation, Congressional Budget Office, Macfadden & Associates, Inc., US Department of Commerce, and Clean Water Action. For more information on upcoming Career Development workshops and events, and to view our newsletter go to: <http://policy.gmu.edu/career>.

### *Alumni Relations*

We launched the SPP Alumni Association (SPPAA) in the Fall of 2002. We have around 3,000 alumni, 2,100 of whom reside in the DC metro area. We maintain a database of Chapter members who serve as a source of information, career guidance, and mentoring for current students. In addition, the chapter sponsors workshops, networking events, and socials. For more information on SPPAA, go to: <http://policy.gmu.edu/alumni>.

### *Internships*

Internships provide an opportunity for students to gain real world, practical experience and professional skills that will complement their academic program and enhance their career opportunities. Past internship hosts have included the US Department of Commerce, Department of State, Office of Management and Budget, USDA Foreign Agricultural Service, the US International Trade Commission, the Academy for Academic Development, and the Benton Foundation. Internship credit is available to all of our degree seeking master's students. The Office of Student Services is available to assist you with your internship search.



**GEORGE MASON UNIVERSITY  
FINANCIAL AID AND COST INFORMATION**

George Mason University Federal Title IV School Code: 003749

To determine if you are eligible for need-based financial aid and to establish eligibility for alternative non-need based financial aid resources, you must apply each year.

**For more information, visit the GMU Financial Aid website: <http://financialaid.gmu.edu>**

**For more information, visit Student Accounts web site: <http://studentaccounts.gmu.edu/>**

**1.** Complete the Free Application for Federal Student Aid (FAFSA) or Renewal FAFSA Application and mail it to the federal processing center **as soon as possible after January 1st of the year** for which you are applying to receive financial aid. **You do not have to be admitted to a degree program to complete the FAFSA application.** To determine if you are eligible for need-based financial aid and to establish eligibility for alternative non-need based financial aid resources, you must apply each year.

You may also use the electronic FAFSA Express software to submit your application electronically. Applications received by the processing center after March 1st for the next academic year are considered "late" and cannot be given priority consideration, and may be reviewed only for Federal Pell Grants, Federal Direct Stafford Loans, and Federal Direct Parent loans. The federal processor should receive FAFSA applications **by March 1** to be considered "on-time"; however, you may still submit your FAFSA application after this date.

You can complete the FAFSA using ESTIMATED income and tax figures. If necessary, do this rather than missing the priority filing date. Be prepared to provide complete copies of your Federal tax returns, tax schedules, and W-2 forms if requested.

**2.** Approximately 4-6 weeks after you mail the application you will receive a Student Aid Report (SAR). You must review it, and if it is not correct, make appropriate corrections, sign it and send Part 2 back to the federal processor.

**3.** If additional information is required to process your file, you will receive a Missing Information Letter from the Office of Student Financial Aid. You should respond to this request as quickly as possible. Failure to respond in a timely manner can drastically affect the amount of aid that you are offered.

**4.** After all information is received by the Financial Aid Office you will receive an award eligibility notification in the mail. This will include the types and amounts of aid you are offered and instructions for applying for the Federal Direct Stafford Loan program. If you are found ineligible for need-based financial aid, information will be provided to assist you in applying for an Unsubsidized Federal Direct Stafford Loan and/or a Federal Direct Parent Loan. For on-time new incoming First Year Students, this award notification should arrive sometime in April. For on-time new transfer students and returning students, this award notification should arrive sometime after May 1st.

**Graduate Tuition and Fees for the 2008-2009 Academic Year:**

In-State graduate tuition and fees:	\$545.00/credit hour
Out-of-State graduate tuition and fee:	\$1,003.00/credit hour

## GEORGE MASON UNIVERSITY LIBRARIES AND RESOURCES

GMU Libraries have a vast array of resources to support students and faculty in their academic endeavors. These materials come in various formats, including books, journals, newspapers and electronic resources. The latter are of particular importance and most databases are accessible to students from off-campus. These include products such as *Lexis-Nexis*, *Dow Jones Interactive*, *JSTOR*, and *Economist Intelligence Unit (EIU)*, among many others.

The GMU Arlington Campus Library is open from 8:00 a.m. to 10:00 p.m. weekdays, all day Friday and Saturday, and from 12:00 noon to 8:00 p.m. on Sunday. Professional librarians are available to serve GMU students, faculty and staff. The library supports 25 computer terminals, two photocopying machines, and two printers. GMU Libraries offer a personalized Ask-a-Librarian Service that enables patrons and a reference staff member to chat online in real-time. The service allows the reference staff to share web pages and other materials to assist patrons with their research.

As part of the Washington Research Library Consortium (WRLC), GMU students have use of major academic libraries in the Washington Metropolitan area, including The George Washington University, American University and Catholic University. Much of the document delivery from these universities is Web-based through the consortium loan service (CLS), as is interlibrary lending. (See WRLC listing below.)

Further information can be obtained from GMU Libraries' website: <http://library.gmu.edu>

## GMU Bookstores

GMU operates an Arlington Campus Bookstore. Both School of Public Policy and School of Law students, faculty, and staff can conveniently obtain required texts, educational supplies, and other items at the Arlington Campus. .

## Washington Area Consortium of Universities

Additionally, students are permitted to take up to six credits at other schools in the Washington Area Consortium of Universities. The schools in the Consortium are: American University, Catholic University of America, Gallaudet University, George Mason University, The George Washington University, Georgetown University, Howard University, Marymount University, Southeastern University, Trinity College, University of the District of Columbia, University of Maryland at College Park.

The Washington Research Library Consortium includes American University, Catholic University, Gallaudet University, George Mason University, George Washington University, Marymount University, and the University of the District of Columbia.

## **DIRECTIONS TO THE GEORGE MASON UNIVERSITY – ARLINGTON CAMPUS**

*Parking:* Meter parking for Campus Visitors is available on surrounding streets. Parking in the GMU Lot is available only to registered faculty and students with a valid *GMU – Arlington* decal.

*By Metro:* Take the Orange Line to the Virginia Square (GMU Law School) Metro Stop. Crossover Fairfax Dr. and go to the right one block. We are in the GMU red brick building, next to the FDIC Building. Enter at street level and the ICP Office is the first office suite on the right.

*By Car: Via I-66 from D.C. -* Take Interstate 66 West to Exit 71: Glebe Road/Ballston Exit in Arlington. Turn Left onto Glebe Road heading toward Ballston. Proceed to Fairfax Drive. Turn LEFT onto Fairfax Drive, proceed East for seven or eight blocks. You will see the GMU Campus on the LEFT (we are in the red brick building) next to the FDIC building.

*Via I-66 from Fairfax -* Take Interstate 66 East to Exit 71: Glebe Road/Ballston Exit in Arlington. The exit ramp turns into Fairfax Drive. Proceed East for seven or eight blocks. You will see the GMU Campus on the LEFT (we are in the red brick building) next to the FDIC building.

*Via I-395 from D.C. -* Take I-95 South. Take exit 7: Glebe Road North. Take a right onto Quincy Street (just before you reach the Ballston Center Mall). Make a RIGHT at the next light (Quincy and Fairfax Dr.) Follow Fairfax Dr. down for three blocks. You will see the GMU Campus on the LEFT (we are in the GMU red brick building) next to the FDIC building and new GMU Law School.

*Via I-95 from the South -* Take I-395 North. Take exit 7: Glebe Road North. Take a right onto Quincy Street (just before you reach the Ballston Center Mall). Make a RIGHT at the next light (Quincy and Fairfax Dr.) Follow Fairfax Dr. down for three blocks. You will see the GMU Campus on the LEFT (we are in the GMU red brick building) next to the FDIC building and new GMU Law School.

*Via the Beltway (495) -* Take the Beltway/495 to I-66 toward D.C. Take Interstate 66 East to Exit 71: Glebe Road/Ballston Exit in Arlington. The exit ramp turns into Fairfax Drive. Proceed east seven or eight blocks. You will see the GMU Campus on the LEFT (we are in the GMU red brick building) next to the FDIC building and GMU Law School.