COMM 359: MEDIA MANAGEMENT (3 credits)
Summer 2022

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Instructor: Rodger Smith
Email: rsmith6@gmu.edu (preferred contact)
Check-in w/ Instructor hours: Tuesdays 9 a.m. to 10 a.m. Eastern time (use this Zoom link)

Before we begin…Please read…

Collegiate Compassion

- I believe we learn best when we can show up as whole and healthy people.
- To learn effectively we need to have basic security: a roof over our head, a safe place to sleep, a stable place to live, and enough food to eat.
- If you are struggling to meet any of these basic needs, please talk to me, visit our campus food pantry or reach out to other Mason resources (more resources listed through the University Policies and Resources link above).
- Remember: Asking for assistance and advocating for yourself is an important part of your collegiate experience.
- I am here to help; YOU are not alone. And the world is a better place with you in it.

Course Description and Delivery

This asynchronous online course gives the student an understanding of the many tasks and duties involved in managing broadcast (radio, television, etc.) and online platforms. This will be carried out via video lectures and online discussions, individual case study assignments, tests and quizzes and a television show pitch project. Using Blackboard, students are expected to complete assignments weekly and be engaged in course activities throughout the semester. Please check daily for updates.

Blackboard Login Instructions
To take part successfully in this course, access to MyMason and GMU email are required. Please make sure to update your computer and prepare yourself to begin using the online format BEFORE the first day of class. Check the IT Support Center website. Navigate to the Student Support page; links and information about Blackboard for students are on this page. By using this link, you will find all the tools you need to become familiar with for this course. Take time to learn each. Make sure you run a system check a few days before class. Become familiar with the attributes of Blackboard and online learning.

Course Reading Materials

  - MANAGEMENT OF ELECTRONIC AND DIGITAL MEDIA, 6th Edition, supplies the latest trends, practices, and research on the management and leadership techniques used in the electronic and digital media industries. The text offers a clear and concise presentation of key issues facing future managers, leaders, and entrepreneurs in the rapidly evolving media industries. Coverage highlights trends in big data, mobile, social media and the cloud, as well as the latest on the evolution of social media and digital platforms. This text helps one prepare for a career in today’s electronic and digital media field.
- The GMU Bookstore sells the printed and e-texts.
  - You can buy or rent the class text through their website (you'll need to set up an account) but be prepared for a long shipping time.

NOTE: More resources will be added to Blackboard.

Course Learning Outcomes

By the end of this asynchronous online course, students will be able to:

- Define and analyze basic media industry regulations, human resources principles, and content development incorporating social media.
- Apply and discuss relevant digital and media management issues.
- Generate solution(s) to daily media issues and interpret the solutions for the proper level (micro and macro level)
- Examine media management principles and define (distinguish) critique relevant media and human relations aspects.
- Discuss relevant industry regulations affecting media management.

Technology Requirements

**Hardware:** You will need access to a Windows or Macintosh computer with at least 2GB of RAM and access to a fast and reliable broadband internet connection (e.g., cable, DSL). Recommended for better visibility of course material: a larger screen. You will need
speakers or headphones to hear recorded content; recommended for the best experience: a headset with a microphone. For required Hard Disk Space taking a distance education course, consider and allow for:

1. the storage amount needed to install any added software, and
2. space to store work that you will do for the course.

- If you consider the purchase of a new computer, please go to the Patriot Tech e-Store (you’ll need to set up an account) If you buy online, expect a long delivery time.
- You are strongly recommended to use wired over of wireless connections to complete exams and quizzes and uploading assignments.

**Software:** Many courses use Blackboard as the learning management system. You will need a browser and operating system that are listed compatible or certified with the Blackboard version available on the myMason Portal. View the knowledge base. Log in to myMason to access your registered courses. Some courses may use other learning management systems. Check the syllabus or contact the instructor for details. Online courses typically use Acrobat Reader, Flash, Java, and Windows Media Player, QuickTime and/or Real Media Player. Your computer should be capable of running current versions of those applications. Also, make sure your computer is protected from viruses by downloading the latest version of Symantec Endpoint Protection/antivirus software for free here.

Students owning Macs or Linux should be aware that some courses may use software that only runs on Windows. You can set up a Mac computer with Boot Camp or virtualization software, so Windows will also run on it. Watch this video about using Windows on a Mac. You can configure computers running Linux with virtualization software or configured to dual boot with Windows.

Note: If you are using an employer-provided computer or corporate office for class attendance, please verify with your systems administrators that you will be able to install the necessary applications and that system or corporate firewalls do not block access to any sites or media types.

**Course-specific Hardware/Software**
For specific software needs (Zoom, browser, Adobe Reader, etc.), please visit this IT Mason supported link.

**Instructor-Student Communication**

- I hold a weekly virtual office hour through the Zoom platform. *** Click the Check in w/ the Instructor Office Hour link on the class website to get to the Zoom link. When available, use the link to speak one-on-one with your instructor with course-related questions.
• I will respond to your emails within 48 hours (longer if during a break). I am not as consistent in checking over the weekend, so you should be patient for a response. If I will be away from email for more than one day, I will post an announcement through the Class Announcements link on the Blackboard class website (I will simultaneously send the message to your Mason mail account).

• Before sending an email, please check the following (available on your Blackboard course menu) unless the email is of a personal nature:
  - Syllabus
  - Ask professor
    - Feel free to respond to other students in the Ask Professor forum if you know the answer.
  - On-demand Blackboard videos on how to use Blackboard features, and Technical Requirements.

Contact with Classmates. Make sure you obtain an email address and phone number from one or two classmates, so that you can consult with a classmate if you would like to do so.

Course Policies

• Late Work Policy:
  - Unless otherwise announced, all assignments are due on the day and at the time they are due. Late work is not accepted, except in the case of a documented personal emergency or excused absence, and students will not be allowed to make up assignments or exams unless they have third-party documentation of an excused absence or emergency. It is the student's responsibility to provide written documentation from a third party that details the emergency or university-excused absence. Except in the very rare case of last-minute emergencies (e.g., getting hit by a car and being taken to the emergency room), students should let their instructors know about any excused absences, provide documentation, and plan for making up any missed work in advance of missing class. When the nature of the emergency makes it impossible to make up work in advance, students will receive a deadline to complete missed work, usually within one week of the original deadline. Not considered a personal emergency: Technology failures, work-related absences, work in other classes, oversleeping or meetings with other.

An upper division course in the University carries with it an expectation of a considerable time commitment. The student in this course should allot, at a minimum, 16 hours per week in the student's personal schedule. The specific rigor of the course as well as the academic and organizational skill set of the student will determine the exact number of hours needed to find success in each class.

Please also remember that a 5-week summer semester class moves at a much faster pace than the traditional 15-week fall or spring semester class. Please plan your schedule accordingly to stay ahead of assignment due dates and keep up with required video lectures.
• You are still responsible for the accuracy of your own schedule. Check PatriotWeb regularly to verify you registered for the classes you requested.

• Important dates:
  o Last Day to Add and Last day to Drop with no tuition penalty: Wednesday, May 25, 2022
  o Last Day to Drop with 50% tuition liability: Tuesday, May 31, 2022
  o Unrestricted Withdrawal Period: Wednesday, June 1-Tuesday, June 7, 2022
  o Memorial Day (university closed): Monday, May 30, 2022
  o Selective Withdrawal Period (undergraduate students only): Wednesday, June 8-Wednesday, June 14, 2022
  o Juneteenth (university closed): Monday, June 20, 2022
  o Last Day of Class: Wednesday, June 22, 2022
  o Final Exam Day: Thursday, June 23, 2022

• Email:
  o If not completed, activate, and use your George Mason University sponsored email account (ex: rsmith6@gmu.edu) to communicate in this class. You can check your email here.

  o The instructor will use the GMU email account (or the MasonLive-connected mail function in Blackboard) to contact the student and class. If the student wishes to have their GMU mail forwarded to another email account, visit the masonlive.gmu.edu link above for more information.

  o Email etiquette: Always use your George Mason account and enter a subject in the subject line of the email. Email delivered by a non-Mason account and/or absent a subject line will not receive a reply.

• Media Use: Any use of video clips, audio clips, graphics, files, or texts for class assignments must meet copyright requirements and give full and proper attribution.

• Exams 1 is available Friday, June 3, 2022. Exam 2 is available Wednesday, June 15, 2022. The final exam is available Thursday, June 23, 2022.
  o Exams are not available before their respective dates.
  o Your instructor arranges a makeup exam due to illness upon presentation of a note from a suitable medical authority.
  o If you do get sick on a test day, contact the instructor via email. There are few excuses for non-communication.

• Please note SafeAssign checks submitted papers for Assignments Case Study Writing #1 and Case Study Writing #2.

• Respect. All communication and discussion in this course should show respect for other class participants and the instructor.

• Please also read The Core Rules of Netiquette.

Course Schedule
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<tr>
<th>MODULES</th>
<th>TOPICS</th>
<th>WHAT TO READ AND WATCH</th>
<th>ASSIGNMENT DUE</th>
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<tbody>
<tr>
<td>Module 1</td>
<td>Course Introduction&lt;br&gt;Managing Electronic &amp; Digital Media&lt;br&gt;Theories of Management</td>
<td>Albarran Ch. 1, 4&lt;br&gt;Videos Lectures</td>
<td><strong>Blog: Students Introduction (BOTH POSTS GRADED)</strong>&lt;br&gt;Initial Post by Wednesday, May 25, 11:59 p.m. EST&lt;br&gt;Response Post by Friday, May 27, 11:59 p.m. EST&lt;br&gt;<strong>Online Discussion #1 (both posts ungraded)</strong>&lt;br&gt;Initial Post by Wednesday, May 25, 11:59 p.m. EST&lt;br&gt;Media Spin Post by Friday, May 27, 11:59 p.m. EST&lt;br&gt;<strong>Practice Quiz (ungraded): Available for the full semester</strong></td>
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<td>May 23-27</td>
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<td>Module 2</td>
<td>Financial Management&lt;br&gt;Managing Personnel</td>
<td>Albarran Ch. 5, 6&lt;br&gt;Video Lectures</td>
<td><strong>Online Discussion #2</strong>&lt;br&gt;Initial Post by Sunday, May 29, 11:59 p.m. EST&lt;br&gt;Media Spin Posts by Tuesday, May 31, 11:59 p.m. EST&lt;br&gt;<strong>Quiz #1 (Ch 5) by Tuesday, May 31, 11:59 p.m. EST</strong>&lt;br&gt;<strong>Case Study Writing #1 “Just What Kind of Manager are You?” First Draft (Optional) by Wednesday, June 1, 11:59 p.m. EST</strong></td>
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<td>May 28-June 1&lt;br&gt;(May 30 is a holiday)</td>
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<td>Module 3</td>
<td>Audiences &amp; Audience Research&lt;br&gt;Content: Strategy &amp; Distribution</td>
<td>Albarran Ch.7, 8&lt;br&gt;Videos Lectures</td>
<td><strong>Exam 1 (Albarran chapters 1 and 4-6 video lecture notes) due by Friday, June 3, 11:59 p.m. EST</strong>&lt;br&gt;<strong>Online Discussion #3</strong></td>
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<td>June 2-6</td>
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<td>MODULES</td>
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<td>Initial Post by Saturday, June 4, 11:59 p.m. EST</td>
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<td>Media Spin Posts by Monday, June 6, 11:59 p.m. EST</td>
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<td>Quiz #2 (Ch 7) by Monday, June 6, 11:59 p.m. EST</td>
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<td>Case Study Writing #1 “Just What Kind of Manager are You?” Final Draft by Monday, June 6, 11:59 p.m. EST</td>
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<td>Module 4</td>
<td>Content: Strategy &amp; Distribution The Media Marketplace: Markets, Mergers, Alliances &amp; Partnerships</td>
<td>Albarran Ch 8, 2 Videos Lectures</td>
<td>Online Discussion #4 Initial Post by Wednesday, June 8, 11:59 p.m. EST</td>
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<td>June 7-10</td>
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<td>Media Spin Posts by Friday, June 10, 11:59 p.m. EST</td>
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<td>Quiz #3 (Ch8) by Friday, June 10, 11:59 p.m. EST</td>
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<td>Module 5</td>
<td>Marketing</td>
<td>Albarran Ch. 9 Videos Lectures</td>
<td>Online Discussion #5 Initial Post by Sunday, June 12, 11:59 p.m. EST</td>
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<td>June 11-14</td>
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<td>Media Spin Posts by Tuesday, June 14, 11:59 p.m. EST</td>
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<td>Quiz #4 (Ch 9) by Tuesday, June 14, 11:59 p.m. EST</td>
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<td>Case Study Writing #2 “Going Mobile” First Draft (Optional) by Tuesday, June 14, 11:59 p.m. EST</td>
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| Module 6 | News & News Management  
June 15-18  
Regulatory Influences on Electronic Media Management | Albarran Ch 10, 11  
Videos Lectures                                                                 | Exam 2 (Albarran chapters 2 and 7-9 and video lecture notes) due by Wednesday, June 15, 11:59 p.m. EST |
|          |                                                                        |                                                                                        | Online Discussion #6  
Initial Post by Thursday, June 16, 11:59 p.m. EST  
Media Spin Posts by Saturday, June 18, 11:59 p.m. EST  
Quiz #5 (Ch 11) by Saturday, June 18, 11:59 p.m. EST  
Case Study Writing #2 “Going Mobile” First Draft (FINAL DRAFT) by Saturday, June 18, 11:59 p.m. EST |
| Module 7 | Ethics of Management  
June 19-21  
Technology Influence on Media Management  
Media Management: The Manager/Leader/Entrepreneur | Albarran Ch 3, 12, 13  
Videos Lectures                                                                 | “The Middle” Reboot due Tuesday, June 21, 11:59 p.m. EST |
|          |                                                                        |                                                                                        | Final Exam (Albarran chapters 3 and 10-13 and video lecture notes) due by Thursday, June 23, 11:59 p.m. EST |

Assignments Description and Grading

**Online Discussions (30 points, 10% of overall course grade):** This online course relies heavily on each student's ongoing participation in the discussions. In all discussions, this course will emphasize the importance of shunning identifications and
descriptions that may serve to perpetuate stereotypes about gender, age, dialect, disability, national origin, race, religious affiliation, and sexual orientation. The expectation: discussions will be open and honest, but abusive language or behavior are intolerable.

The rubric for your discussion grade bases upon quality, timeliness, responsiveness and moving the discussion forward. Discussions will run based on dates in the calendar, after which discussion postings will not count.

You should make a minimum of one response addressing the key question AND then make a minimum of one additional comment ("media spins") based on a variation of the initial key question in the online discussion. You earn online discussion participation points based on the quality of your responses.

There are 6 discussion questions requiring responses. Discussion #1 is a practice discussion; discussions 2 through 6 count toward your final grade. Please remember online discussion in this course is based on active case study discussion. Your active participation in solving the case study situation affects your grade.

**Your student introduction blog is worth 5 points.**

- **Online Discussions Roles:** You assume various roles in media institutions, i.e., radio station program director, network vice president of programming, etc. You receive a greater appreciation for the duties and responsibility of each role you play. Each online discussion places you in distinct roles. This gives a great prospective of different leadership roles in the media company. Please carefully read each role description in each online discussion.

**Case Study Writing (2 case studies - 100 points each, each 10% of overall course grade):** You will write two papers – “Just What Kind of Manager are You” and “Going Mobile” - answering questions and/or solving problems posed in the written case study. Check the case study writing guidelines on the Blackboard Assignment link and modules for more information. Following these guidelines not only will facilitate a thorough examination of the problem but is also required when submitting your answer to the case study. As an optional activity, submit the first draft of each case study (.doc or .docx format) through an assignment link on the class website to receive feedback on grammar and accuracy of your writing. This helps you in quality revisions of your final draft. Submit the final draft (again, .doc or .docx) via Blackboard as an attached file.

A final word of instruction: Don’t be afraid to exercise your creativity in evaluating and designing viable solutions for case studies. What may at first seem to be a far-out idea or solution may appear as the soundest path to take.

**“The Middle” Reboot (100 points, 15% of overall course grade):** You will act as a producer developing a reboot of the iconic television comedy “The Middle.” You will prepare a written pitch which will include (at a minimum):

- A core concept pitch,
- Character and cast descriptions,
- One three-minute scene for the pilot episode story and
Future episode short pitches

If necessary, research past episodes of the comedy to get a feel for how you would develop this reboot. You will learn ways to pitch an idea that will hit the target demo of men and women 18 to 49 years old (known in the media industry as the “money demo”).

Exam 1 (100 points, 15% of overall course grade): This exam covers Albarran chapters 1 and 4-6 and any notes collected from video lectures.

Exam 2 (100 points, 15% of overall course grade): This exam covers Albarran chapters 2 and 7-9 and any notes collected from video lectures.

Final Exam (100 points, 15% of overall course grade): This exam covers Albarran chapters 3 and 10-13 and any notes collected from video lectures.

Quizzes (5 quizzes, 4 points each, 10% of overall grade): There are five administered quizzes in this online course. You should be prepared for a quiz on the chapter discussed in modules. YOU MUST TAKE THE QUIZ WHEN ASSIGNED. NO MAKE-UP QUIZZES WILL BE ADMINISTERED. These will be timed quizzes, so plan for enough time in your schedule to take a quiz. Take the quizzes in a quiet room or location. During the first module, there will be an ungraded practice quiz. This helps you practice with the quiz software and prepare for quiz #1 and ensuing quizzes and exams. I would strongly suggest you take the practice quiz to avoid technical glitches that may occur.

NOTE: All exams and quizzes are open book/open notes. However, you will have a limited amount of time to complete each quiz and exam.

- You will have fourteen minutes to complete each quiz.
- For exams, you will have one minute per multiple choice question, five minutes per short essay question and 10 minutes to review your answers before submitting the exam.
- “But professor, that’s not a lot of time to take a test! I need time to be thorough in answering questions.”
  - This is where taking copious notes on video lectures and your readings in Albarran come into play. With good note taking, you will be ready to take a quiz and exam to answer any question posed.
  - This is where studying the days before a quiz or exam comes into play. Being familiar with material will help you answer questions quickly. Taking an exam or quiz without studying beforehand will hurt you more than it will help you.
  - I’m not interested in long, drawn out short essay answers. In exams in this course, you can answer these questions in three sentences usually.
If you have George Mason University Office of Disability Services (ODS) authorized paperwork recommending additional time on exam taking, you will get it once that official is in my possession before you take the quiz and/or exam.

Grading for the Course:

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<tr>
<th>Score Range</th>
<th>Grade</th>
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<tbody>
<tr>
<td>97-100</td>
<td>A+</td>
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<tr>
<td>93-96</td>
<td>A</td>
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<tr>
<td>90-92</td>
<td>A-</td>
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<td>87-89</td>
<td>B+</td>
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<td>83-86</td>
<td>B</td>
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<td>80-82</td>
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<td>77-79</td>
<td>C+</td>
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<td>70-76</td>
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<td>60-69</td>
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<td>0-59</td>
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Final grades round up or down. For example, if your final grade is 89.45, you earn the A-. If your final grade is 89.44, you earn a B+.

Use the Final Grade Calculation link on the class website to monitor your progress in the course and see how your final course grade is calculated.

Questions on Graded Assignments: You have a restricted period after returned assignments to discuss with your Instructor the grade you earned on the assignment. To discuss the grade, please send an email to the Instructor.
  - For case studies and quizzes, you have up to seven calendar days.
  - For the Smallville reboot and final exam, you have up to three calendar days.
  - After the restricted period for each assignment, questions on assignments are entertained BUT no appointments to discuss grades for those assignments will be scheduled.

University Policies and Resources

a. Here is a full list of student support services at Mason. Some of these resources are explained more in depth below.
b. Academic Honesty: You are expected to be familiar with and abide by the University’s Honor Code. The Code can be found here.
  - Mason is an Honor Code university. The principle of academic integrity is taken very seriously and violations are treated gravely. What does academic integrity mean in this course? Essentially this: when you are responsible for a
task, you will perform that task. When you rely on someone else’s work in an aspect of the performance of that task, you will give full credit in the proper, accepted form. Another aspect of academic integrity is the free play of ideas. Vigorous discussion and debate are encouraged in this course, with the firm expectation that all aspects of the class will be conducted with civility and respect for differing ideas, perspectives, and traditions. When in doubt (of any kind) please ask for guidance and clarification.

- Some kinds of participation in online study sites violate the Mason Honor code. These include accessing exam or quiz questions for this class; accessing exam, quiz, or assignment answers for this class; uploading of any of the instructor's materials or exams; and uploading any of your own answers or finished work. Always consult your syllabus and your professor before using these sites.

  c. Students must follow the university policy for Responsible Use of Computing.
  d. Student services: The University provides a range of services to help you succeed academically and you should make use of these if you think they could benefit you. I also invite you to speak to me (the earlier the better).
  e. Religious Holidays: As a student, it is your obligation, within the first two weeks of the semester, to provide your instructor with the dates of major religious holidays on which you will be absent due to religious observances.
  f. Student Privacy: The Family Educational Rights and Privacy Act of 1974 (FERPA) is a federal law that governs the educational records of eligible students. Please read for more information.
  g. The George Mason University Counseling and Psychological Services (CAPS) staff consists of professional counseling and clinical psychologists, social workers, and counselors who offer a wide range of services (e.g., individual and group counseling, workshops and outreach programs) to enhance students’ personal experience and academic performance. Counseling Center: Student Union I, Room 364, 703-993-2380.
  h. Students with disabilities who seek accommodations in a course must be registered with the George Mason University Office of Disability Services (ODS) and inform their instructor, in writing, at the beginning of the semester.
  i. Online Education Services, University Libraries: The George Mason University Library offers several services online to assist you with research and assignments.
  j. The George Mason University Writing Center staff provides a variety of resources and services (e.g., tutoring, workshops, writing guides, handbooks) intended to support students as they work to construct and share knowledge through writing. University Writing Center: Robinson Hall Room A114, 703-993-1200. The writing center includes assistance for students for whom English is a second language.
  k. George Mason University is dedicated to preparing staff and students in the event of an emergency. All students in this class are encouraged to register for Mason Alert, a system that allows university officials to contact the community during an emergency by sending a text message to cell phones, emails, or PDAs. If you are not currently registered for Mason Alert, please visit this website.
  l. Diversity: George Mason University promotes a living and learning environment for outstanding growth and productivity among its students, faculty and staff. Through its curriculum, programs, policies, procedures, services and resources, Mason strives to maintain a quality environment for work, study and personal growth.
  m. Name and Pronoun Use: If you wish, please share your name and gender pronouns with me and indicate how best to address you via email. I use he/him/his for myself and you may address me as Prof. Smith in email and verbally.
Notice of mandatory reporting of sexual assault, interpersonal violence and stalking: As a faculty member, I am designated as a “Non-Confidential Employee,” and must report all disclosures of sexual assault, interpersonal violence and stalking to Mason’s Title IX Coordinator per University Policy 1412. If you wish to speak with someone confidentially, please contact one of Mason’s confidential resources, such as the Student Support and Advocacy Center (703-380-1434) or Counseling and Psychological Services (CAPS) (703-993-2380, 32380 on campus). You may also seek assistance from Mason’s Title IX Office by calling 703-993-8730 (38730 on campus).

The Mason Student Services Center is the first stop and the central resource for information and solutions related to registration, enrollment, financial aid, billing, academic records and other student support services. Click the link for more information.

You can find out more about Mason campus groups at the Mason 360 website.