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Professor Information and Office Hours (OH)/Class Times and Locations
* Please review the email format listed below before contacting your professor.

**Lecturer:** Dr. Sia Rose-Robinson  
Email: sroserob@gmu.edu  
Telephone: (703) 993-9579; OH: Mondays and Wednesdays, 2:30 – 4:00pm, ENT149A

**Lab Professor / Coordinator:** Jackie Brown  
Email: jbrown39@gmu.edu  
Telephone: (703) 993-2598; OH: Mondays, 12:30 – 3:30 pm, ENT149A (Must make an appointment)

Course Description and Overview

SOM 301 is the business communications course for the School of Management (SOM), as well as the Writing Intensive (WI) course for all SOM majors. The fundamentals of business models are introduced, communication skills are developed, and writing as a learning tool is emphasized. Students will write at least 3,500 words in total throughout the semester covering a range of writing genres.

A minimum grade of C (73%) is required to satisfy SOM degree requirements, and students will not be permitted to make more than three attempts to achieve a C or higher in this course. Registration in this course will be prohibited beyond three attempts that resulted in a grade lower than C. If you have questions about this policy, please see an academic advisor in ENT8.

Course Co-Requisites
Grades of C or better in OM 210 and ACCT 203 (or equivalent).
Course Materials
The following course materials are required for completion of SOM 301:

- **Business Communications Today, 11th Edition by Bovee and Thill**
- **Blackboard**: SOM 301 is supplemented with Blackboard (mymason.gmu.edu)
  - All assignments and course documents will be posted to Blackboard
- **i>clicker remote** (see i>clicker information in class policies section of syllabus)
  - Bring to ALL lectures
- **Laptop** (see the School of Management laptop policy for more information, as well as laptop information in class policies section of syllabus)
  - Bring to ALL labs
- **USB flash drive**
  - Bring to ALL labs

It is *highly recommended* that if you do not already have a writer’s reference handbook that you purchase one for this course.

Course Learning Objectives
After completing SOM 301, students will be able to:

- Communicate orally and in writing in a business context.
- Present ideas in writing in an organized, logical, concise, grammatically correct, and professional manner.
- Communicate and solve problems in a business context.
- Demonstrate the ability to use the library and other resources for research purposes.
- Identify the key aspects of each functional business area.
- Explain how the functional areas are integrated together as part of the business model.

SOM Undergraduate Programs Learning Goals
The following are the learning goals of the School of Management undergraduate programs:

- Our students will be aware of the uses of technology in business.
- Our students will be effective communicators.
- Our students will have an interdisciplinary perspective.
- Our students will be knowledgeable about global business and trade.
- Our students will recognize the importance of ethical decisions.
- Our students will be knowledgeable about team dynamics and the characteristics of effective teams.
- Our students will understand the value of diversity and the importance of managing diversity in the context of business.
- Our students will be critical thinkers.

Class Policies

Professor Responsibilities and Roles
**Lecturer**: The lecturer is responsible for providing you with all material presented in the lecture portion of the class. Contact Dr. Rose about questions related to lecture, including lecture quizzes. Always be
sure to review the course email policy before contacting her to ensure that your question should be directed to her.

*Lab Professor:* Your lab professor is responsible for providing you with all material presented in the lab portion of the class. You should direct all questions regarding lab material, activities, and assignment grades to your lab professor.

*Lab Coordinator:* If you have a question or concern regarding lab, please always contact your lab professor first. However, should you need additional lab information after communicating with your lab professor, you should contact Professor Jackie Brown at jbrown39@gmu.edu. Please do not contact Dr. Rose with questions or concerns about lab unless she is your lab professor.

PLEASE NOTE: Your lab professor will be responsible for managing the evaluation of your graded written work. If you are dissatisfied with your grades on written work, please speak to your lab professor about ways to improve on future assignments. Simply being dissatisfied with a grade or enforcement of a class policy are not appropriate reasons to contact the lecturer or lab coordinator, and you can expect to be referred back to your lab professor to discuss the issue.

**Student Responsibilities**

- Students are responsible for carefully following the course schedule and reading text material *prior* to attending lecture and lab for the week.

- Students are required to bring their i>clicker to every lecture.

- Students are required to bring a laptop and USB flash drive to every lab.

- Students are responsible for their own time management and completing assignments in accordance with the assignment guidelines while meeting assignment due dates. Students must take responsibility for carefully reading assignments, rubrics, and other resources posted to Blackboard or distributed by their professors.

The University Catalog (http://catalog.gmu.edu) is the central resource for university policies affecting student, faculty, and staff conduct in university academic affairs. Other policies are available at http://universitypolicy.gmu.edu/. All members of the university community are responsible for knowing and following established policies.

**Attendance**

Students are expected to attend every lecture and lab, and to be on time. If you anticipate vacations, work conflicts, childcare issues, etc., this may not be the appropriate time for you to take the class. Professors are unable to work around individual schedule conflicts; exceptions or excused absences are granted only in cases of documented illness or emergency but still must be submitted to your professor for approval (see the late/make-up policy for more information).

Students should be respectful of their professor and fellow classmates by arriving to class on time to avoid distractions. If you miss class, you are still responsible for all material covered during class. You should get class notes or missed information from a classmate. If classes are cancelled, then schedules
may be adjusted. Lecture and lab announcements or cancellations will be posted to Blackboard and/or sent via GMU email.

### i>clickers

All SOM 301 students are required to have an i>clicker, which is a system that allows students to respond to quiz questions asked randomly during lecture. The i>clicker remotes can be purchased at the GMU Bookstore.

- Students must bring their i>clicker remote to every lecture, as remotes will be used by students to provide responses to the quiz questions administered randomly throughout the semester.
- Students must register their i>clicker remotes at http://www.iclicker.com/registration so the system, which recognizes each remote that responds to questions, can link students to their remotes. NOTE: students are solely responsible for registering their i>clicker remotes themselves at the aforementioned website.
- Forgetting your i>clicker is **not** an acceptable reason to be unprepared (see late/make-up policy for more information).
- Using an i>clicker remote on behalf of someone or having someone use an i>clicker remote on your behalf is an Honor Code violation.

### i>clicker Quizzes

There will be a total of 10 lecture quizzes, and each one will require the i>clicker. The quizzes will be given randomly throughout the semester and questions will be asked during random points in the lecture. Students are expected to use i>clicker remotes for all quizzes. These lecture quizzes will consist of several short questions that are based on the subject matter covered in the previous or current lecture.

- Each of the 10 lecture quizzes is worth 5 points (for a semester total of 50 points).
- Students who answer all the i>clicker questions correctly during a lecture quiz will receive 5 points for that lecture. Students who do not answer questions on the day they were asked will receive zero points for that quiz. Students will only receive credit for only those questions answered correctly.
- Students will not receive credit for a quiz until their i>clicker is correctly registered. Once scores are downloaded for a given class, the instructor will not go back and give credit for students who answered, but who had not registered their remotes by the time scores were downloaded.
- One or more quiz questions may be asked at the start of class, so being on time and ready at the start of class is important. One or more questions may be asked towards the end of class, so be sure to stay until lecture is dismissed.
- Using an i>clicker remote on behalf of someone or having someone use an i>clicker remote on your behalf is an Honor Code violation. Students may be asked to present ID to verify identity.

### Laptops

All SOM students are required to have a laptop or access to a laptop with Windows 7 and Microsoft Office 2007 (or more recent versions). **Laptops must be brought to all SOM 301 labs.**

Students without working laptops in lab for the Writing Assessment, In-Class Writing 1, In-Class Writing 2, or In-Class Writing 3 will be unable to complete a make-up for the given assignment, that is unless they can provide approved documentation verifying a technical issue with their laptop.
Forgetting your laptop is **not** an acceptable reason to be unprepared (see late/make-up policy for more information).

If a student misses one of these specific assignments due to a laptop issue, the student must contact their lab professor to discuss the issue **before** the next lab. If the student does not contact their lab professor prior to the next class, an exception will not be made. NOTE: Simply contacting your professor does not guarantee that the absence will be considered excused.

Please review the classroom etiquette expectations section for further information about use of laptops in class.

**Email Policy**
Always refer to resources posted to Blackboard before emailing professors; oftentimes, your question can be answered by simply reviewing the syllabus or assignment directions. If you have reviewed the resources on Blackboard and still have a question, then please follow these guidelines to know who should receive your message:

- Issues related to lecture should be directed to Dr. Rose (sroserob@gmu.edu).
- Issues related to lab should be directed to your lab professor.
  - If you have a question or concern about lab that your lab professor cannot answer, then contact Professor Jackie Brown, Lab Coordinator, at jbrown39@gmu.edu.

Students must use their Mason email accounts to receive important University information, including messages related to this class. Consistent with federal privacy laws, SOM 301 faculty may not respond to non-GMU email addresses.

Assignments emailed to professors will not be accepted unless prior arrangements and approval have been made with your professor.

Remember that email is to be a formal means of communication. Therefore, emails directed toward professors need to be polite, grammatically correct, include a proper salutation and complimentary close, and show correct capitalization and spelling. Emails that do not follow these and the other business writing guidelines presented in this class may not receive a response.

**Always include both your lecture and lab section numbers in emails to your professor.**

Here are some ways to quickly and easily include the required lecture and lab information in your email:

- **Subject line:** Appointment Request (Lecture 001, Lab 201)

- **In message salutation:**
  Dear Professor Brown,

  I am in Lecture 001, Lab 201.

- **In message complimentary close:**
  Sincerely,
Joe Student
Lecture 001, Lab 201

**SafeAssign**
In order to develop writing skills and teach students more about academic honesty, SafeAssign will be used in this class for certain assignments. Unless otherwise noted, these “SafeAssignments” also require that a hard copy be submitted to your lab professor. If one or both criteria are not met, the assignment will be considered late and **marked as a zero**.

**Please note the difference with submitting to SafeAssign for in-class writing.**

For SafeAssignments **completed out of class**:
- Both the deadline for SafeAssign submissions and hard copy submissions are due at the lab **start** time on the due date. Failure to submit assignments to SafeAssign by the **start** of lab will result in the assignment being considered late and **marked as a zero**, even if a hard copy is delivered to the lab professor by the start of lab. Conversely, failure to submit an assignment hard copy by the start of lab will result in the assignment being considered late and marked as zero, even if an electronic copy is submitted to SafeAssign by the start of lab.
- Each SafeAssign submission will be checked for adherence to the Honor Code.

For SafeAssignments **completed in class**:
- The deadline for SafeAssign submissions is the lab **end** time on the due date. Failure to submit assignments to SafeAssign by the **end** of lab will result in the assignment being considered late and **marked with a zero**.
- The SafeAssign submission will be checked for adherence to the Honor Code.

**Citation Style**
In this course, you will use APA citation format. Refer to the free citation guide posted at http://owl.english.purdue.edu/owl/resource/560/01/. Failure to follow this format will result in a grade penalty.

**Formatting Guidelines**
Presentation, especially in business, is an evaluation factor; it is important to remember that one way to “invite” reading of your work is to make it attractive and easy to follow. Therefore, formatting will be a component of your grade for written work in this course.

**Default Formatting Expectations**
Use the following formatting expectations **unless** directions state otherwise. Not adhering to format guidelines will result in a grade reduction for format.

- Unless otherwise specified, your name, lab section number, and the paper due date must be **TYPED** in the upper left or right corner of the first page of your paper. Failure to include this basic information will result in a deduction from the format grade.

Joe Student (name)
201 (lab section)
September 25, 2012 (due date)

- Do not include cover pages.
- Use white paper and black printer ink only.
- Use standard Times New Roman, 12-point font.
- Use one-inch margins on all four sides of each page.
- Staple all pages together in order. Multi-page papers that are unstapled will result in a deduction from the format grade. Paperclips are not an acceptable substitution for staples.
- Use block or modified block format for documents.
- Use single spacing, but skip a space between paragraphs or sections.
- Use bold type for section headings.

Late/Make-Up Policy
All submission criteria must be met for an assignment to be considered on-time (see the SafeAssign policy for more information).

Written work completed out of class can be turned in early if an absence is known/anticipated. Written work completed in class cannot be completed early if an absence is known/anticipated and discussed with your professor beforehand.

Late assignments will not be accepted in SOM 301.

An exception will be made only in the case of illness or emergency and only upon receipt of documentation from a doctor or advisor and approval by the designated lab professor. For missed lecture quizzes due to illness or emergency, students must contact the lecturer to discuss the instance before the next lecture. For missed lab assignments due to illness or emergency, students must contact their lab professor to discuss the instance before the next lab. If the student does not contact the appropriate professor prior to the next class, an exception will not be made. Simply contacting your teachers does not guarantee that the absence will be considered excused. This policy is enforced for all assignments, regardless of point value and whether completed in or out of class.

If you are late to lecture or lab, you risk missing a graded assignment, including presentations, activities, and quizzes. You may also be marked as absent from class. Traffic and parking are unpredictable; plan accordingly, as exceptions for these events are only permitted when a university-wide exception is required.

Feedback on Drafts
Your lab professor is happy to discuss lab concepts and assignments with you during their office hours. Lab professors will also be able to provide feedback on your written work at this time. If you are unable to attend office hours, you are welcome to email your specific questions to your lab professor. However, lab professors will never edit/rewrite/fix your work for you either in person or via email. The School of Management requires that your work be your own. Becoming a stronger writer is a process that requires the writer to think, reflect, and revise his or her own work.

Students must see their own lab professor for questions or feedback on their lab assignments.
Grading of Papers
Grading in SOM 301 is consistent across all sections; professors grade many assignments together, and may grade papers from students in labs that are not their own to ensure there is no bias in grading standards. Grading can be a lengthy process. However, your lab professor will make every effort to return work within a reasonable time period so you can use feedback for future work.

A rubric will be used to grade major assignments. Rubrics will be posted to Blackboard before the assignment is due.

Honor Code
You are expected to know and follow the GMU Honor Code, which can be found through the website of the Office of Academic Integrity: http://academicintegrity.gmu.edu.
Specifically, knowledge of the following is expected:
1. All written assignments will be completed individually unless otherwise specified. Collaboration and group participation will be encouraged in developing ideas, but students shall write papers on their own, unless otherwise stated by the professor.
2. In-class graded work will be closed book unless otherwise stated by the professor. The use of study aids, memoranda, books, data, or other information will not be permissible, unless otherwise stated by the professor.
3. Source citations must be provided for all referenced work in this course. Intellectual property belonging to someone else must be properly cited.
4. Original work is expected for this class. If you are repeating this course, all work must be newly developed material (see the FAQ’s at end of this document for more information on this issue). Materials prepared for other courses are not to be used to satisfy the requirements of this course.
5. All instances of plagiarism, intentional or unintentional, will result in a report sent to the University Honors Committee and a recommendation of a zero for the assignment, and possibly the course.

Special Accommodations
Disability: Students needing special accommodations must contact the Office of Disability Services (ODS) at George Mason University. The mission of the ODS is to facilitate equal access for students with disabilities to university programs, events, and services. The ODS is committed to upholding the legal, ethical, and philosophical principles of the Americans with Disabilities Act of 1990 by providing reasonable accommodations and services that will help ensure that students with disabilities have equal opportunities to achieve their full human potential. The ODS is located in Student Union Building 1, Room 4205, and the phone number is (703) 993-2474. Consult the ODS web site at http://ods.gmu.edu/. Students requiring special accommodations should contact ODS and inform the lecturer and their lab professor of their needs as soon as possible. Accommodations for an assignment cannot be made after the assignment due date.

Religion: Students who will miss class for religious reasons should inform the lecturer and their lab professor of anticipated absences by the second class of the semester.

Classroom Etiquette Expectations
Conduct in SOM 301 should be professional. Students should approach this course as practice for how to behave in a professional environment. This means being punctual and polite, taking notes, showing
interest in what is being said, and avoiding distractions. Mobile phones and other personal electronic devices must be silenced, and there should be no texting or electronic chatting in lectures or labs. It is disruptive to everyone for phones to ring during class, distracting to text or chat electronically, and rude to take and make calls during class.

Laptops are to be used for approved SOM 301 activities/assignments only. Students distracting the class because of improper use of laptops or unprofessional behavior may be told to leave the classroom.

Your professors wish to promote a classroom where topics are open for discussion in a rational and nonthreatening manner. With that said, “bashing” of any kind is unacceptable and will not be tolerated.

Conduct and preparedness in lab will directly determine your class participation grade.

**Graded Work**

Please see the **Course Schedule** posted to Blackboard for due dates and the semester’s weekly schedule.

A grade of C (73%) or better in this course is a SOM admission requirement. To pass the course, students must demonstrate the following:

- Ability to write at a 300 course level,
- Understanding of course concepts,
- Application of course concepts,
- Proficiency in written and verbal communication skills

Writing assignments will be based not only on content, but also on style, format, appearance, and overall professionalism. In addition, grammar and mechanics will be worth 40-50% of assignment grades for most formal assignments, but these concepts will not be taught in SOM 301. Since this is a 300 level course, all students are expected to enter SOM 301 with a strong understanding of American English grammar and mechanics rules.

**NOTE:** Grades are never rounded in SOM 301.

**Assignments**

**Note:** Listed alphabetically, not by due date.

1. **Cover Letter Draft** = **Completion mandatory in order to receive full credit on your final.**
   - Written outside of class; submitted in lab.
2. **Cover Letter Final** = 75 points. Written outside of class; submitted in lab.
3. **Elevator Pitch** = 15 points. Prepared outside of class; presented in lab.
4. **In-Class Writing 1** = 150 points. Completed in lab.
5. **In-Class Writing 2** = 150 points. Completed in lab.
6. **In-Class Writing 3** = 150 points. Completed in lab.
7. **Lab Participation** = 50 points. This includes your group’s Reading Review and Handout, participation in class, and attendance.
8. **Lecture Quizzes 1-10** = 50 points (5 points each); unannounced quizzes. Students must bring their own i>clicker to all lectures. Completed in lecture.
9. Memo Abstract & Company Profile = **Completion mandatory in order to receive credit on your final.** Written and submitted outside of class.
10. Memo Drafts 1 & 2 = **Completion mandatory in order to receive full credit on your final.** Written outside of class; submitted in lab.
11. Memo Final = **200** points. Written outside of class; submitted in lab.
12. Memo Presentation = **50** points. Presentation given during lab.
13. Plagiarism Quiz = **25** points. Students must bring their own Scantron and pencil to class on day of quiz. Completed in lab.
14. Resume Draft = **Completion mandatory in order to receive full credit on your final.** Written outside of class; submitted in lab.
15. Resume Final = **75** points. Written outside of class; submitted in lab.
16. Writing Assessment = **10** points. Completed in lab. **Missing the Assessment for any reason other than documented, pre-approved, excused absence is unacceptable.** Performance on this assignment is an accurate indicator of success on future SOM 301 assignments. Students receiving a grade of no credit on the Assessment should seriously consider dropping the course. Grades will be posted to Blackboard before the last day to drop with a 33% tuition penalty (Wednesday, September 18th). Failure to complete this assignment will result in an automatic grade penalty of 100 points at the end of the semester. Only students with excused and documented absences will be allowed to complete a make-up, which must be completed by Friday, September 13th.

**Total = 1000 points**

**Extra Credit Opportunity**

1. Job Fair Reflection = **5** points. Written outside of class; submitted in lab. Information to be posted to Blackboard.

**Total possible points, including extra credit: 1005**

**Lab Participation Overview**

You should be punctual, prepared, and involved. You are expected to take an active role in class. Students are encouraged to ask questions and respect should be given to fellow classmates regarding their questions and opinions. Participation expectations are outlined below:

- Participation is graded on quality as well as quantity. Participation includes providing recapitulations and summaries, making observations that integrate concepts and discussions, citing relevant personal examples, providing support and feedback to others, and being an active participant in all discussions and activities.
- Participation includes your group’s Reading Review and Handout.
- Your attendance is included in your lab participation grade.
- Participation requires preparedness. Students are required to read designated assignments or activities prior to class, and to be prepared with questions or concerns. Some in-class activities will require outside research or preparation prior to class. Unpreparedness will negatively impact the participation grade.
- Participation includes avoiding distractions (texting, web surfing, chatting, etc.). Your participation score will be negatively affected by engaging in these activities.
Final Grading Scale
930-1005\(^1\) points = A  900-929.9 points = A-  870-899.9 points = B+
830-869.9 points = B  800-829.9 points = B-  770-799.9 points = C+
730-769.9 points = C  600-729.9 points = D  0-599.9 points = F

Additional Campus Resources
- Writing Center: http://writingcenter.gmu.edu
- University Libraries “Ask a Librarian”: http://library.gmu.edu/mudge/IM/IMRef.html
- Counseling and Psychological Services: http://caps.gmu.edu

SOM 301 Frequently Asked Questions

The following information may be useful to you during your semester as a student enrolled in SOM 301.

Q. Why is there so much writing in SOM 301?
A. SOM 301 fulfills the Writing Intensive (WI) requirement for all School of Management majors. Every GMU undergraduate student is required to take a 300-level WI course before earning their degree. A student must submit approximately 3,500 words of graded writing in their WI course. Because of this requirement, you may be writing much more in SOM 301 than you are used to. Most of your grade will be determined by the quality of the writing you submit.

Q. How can I pass SOM 301?
A. Great question! First, be sure you are attending all lectures and labs, and taking careful notes during each.

Next, give yourself time to complete out-of-class assignments. The course standards are high, so you should not wait until the last minute to work on your out-of-class assignments. Like your other classes, much of your grade is determined by the quality of the work you submit. Things like grammar, punctuation, and word choice are all important elements of your grade. As your lab professor will discuss with you throughout the semester, writing is a process. Even if you are already a great writer, your first draft is not going to be your best work. When students take time to revise, edit, and proofread, the quality of their work improves and so do their grades. If your goal is to earn a high grade in SOM 301, you will want to be sure you give yourself time to work on a few drafts of your out-of-class assignments before you turn them in.

For in-class assignments, try to be as prepared as possible. Bring the resources you are permitted to use with you to class and arrive on time. Do not rush through the assignment.

Also, it is a good idea to take advantage of the resources provided to you. You may want to consider scheduling an appointment with a tutor in the Writing Center or visiting your professors during office hours.

\(^1\) Includes extra credit.
Finally, other than spending time on the actual writing you submit, the best advice we can offer you is to follow directions. Failure to follow assignment directions is one of the main ways students lose points on their work in SOM 301.

Q. Can you tell me more about how students might lose points in SOM 301?
A. Here is a list of the most common ways that students lose points on their work:
   - Failing to submit an assignment to SafeAssign on time
   - Failing to submit a hard copy of an assignment on time
   - Failing to cite sources
   - Submitting a paper that does not address the assignment scenario
   - Submitting a paper that does not include the required number of sources
   - Submitting work that has not been proofread or edited
   - Submitting work that is not stapled or professionally presented
   - Submitting work that does not have the name, lab #, date header

Q. Why are there such specific guidelines in SOM 301?
A. Good question! Part of the reason why we insist that you follow certain guidelines is because we need to have rules that ensure consistent treatment of all students enrolled in the class. It would not be fair if one professor allowed students to turn in late work and another did not. To make sure this does not happen, the SOM 301 faculty agree on a list of guidelines that will be fair to the majority of students. Other policies are determined by SOM deans.

This class is also to be practice for the scenarios you are likely to encounter in the workplace. Your employer will have specific rules for submitting documents so that things are consistent and aesthetically pleasing. The rules in SOM 301 will force you to consider these kinds of details. Please know that your lab professor will remind you of what they are looking for, so be sure to take notes!

Q. I submitted my paper to SafeAssign. Why do I need to submit a hard copy?
A. Grading is a lengthy process and for longer or more complex assignments, grading a hard copy ensures professors can point out the larger issues in a timely fashion so that your work is returned to you more quickly.

With over 1400 students enrolled in SOM 301 each academic year, we require that students be responsible for getting their work to their lab professor rather than have professors take on this responsibility. Since your lab professor can have anywhere from 60-120 students a semester, printing out papers for students is not an effective use of their time or resources. It is your responsibility to meet all of the submission requirements for a given assignment.

Q. I am repeating the class. Can I resubmit old work?
A. Per the GMU Honor Code, submitted work must be newly developed material, and work prepared for other courses cannot be used to satisfy the requirements of this course, including work prepared during a previous attempt of SOM 301.

However, your lab professor will permit you to re-use your Resume and Cover Letter only because these are an overview of your actual work history and would not change significantly from one semester to the
next. However, if you are repeating SOM 301, you should thoroughly revise these two assignments regardless. Again, all other work must be original to this semester.

Q. I have a question about something related to lecture. Whom should I contact?
A. Contact Dr. Rose about questions related to lecture. Always be sure to review the course email policy before contacting her to ensure that your question should be directed to her.

Q. I have a question about something related to lab. Whom should I contact?
A. Contact your lab professor about anything related to lab. If you have a question about lab that your lab professor cannot answer, contact Professor Jackie Brown (Lab Coordinator) at jbrown39@gmu.edu.