



SCHAR SCHOOL OF POLICY AND GOVERNMENT

Van Metre Hall

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August 26, 2026

Tracy Hadden Loh
5356 43rd Street NW
Washington, DC 20015

Dear Tracy Hadden Loh,

I am pleased to appoint you as Affiliate Faculty in the Schar School of Policy and Government at George Mason University. This appointment is for the purpose of professional affiliation only. It does not provide salary or benefits entitlements or rights of employment, but does authorize the use of University facilities and services. The University may terminate this appointment at any time for any reason.

The terms of this appointment are as follows:

- Title: Affiliate Faculty
- Term: August 25, 2026 through August 24, 2027
- Local Academic Unit: Schar School of Policy and Government
- Local Academic Unit Sponsor: Terry Clower

Please be aware that you will need to use a signed copy of this letter to obtain library, parking and Aquatic Center access at the beginning of the term. Please call the ID Office before doing so to ensure that you have been entered into the system.

Tracy Hadden Loh
August 26, 2026

Please indicate your agreement to the terms of this letter by signing and dating in the space provided below, initialing at the bottom right of each page, and returning a copy of this letter by September 11, 2026. By signing this letter, you agree to be governed by and accountable for University policies and procedures.

Sincerely,



Mark J Rozell
Dean, Schar School of Policy and Government



Marion K Underwood
Provost and Executive Vice
President

While acting as a University Affiliate Faculty member, I agree to abide by all applicable University bylaws, policies, and rules currently in force and as amended in the future, including, but not limited to policies regarding conflicts of interests, nondiscrimination, outside professional activities, leave, and intellectual property. Such agreement is to supplement, not exclude, my agreement to adhere to other potentially applicable non-University bylaws, policies, and rules. I also acknowledge that said bylaws, policies and rules do not create any vested employment rights.

[ESignature]

Tracy Hadden Loh

[SignatureDate]

Date

CC: Dean/Director
Office of the Provost