Texas A&M University – Central Texas
HEAD5311-110: Course CRN; 80310; Health Administration and Strategy
Fall 2020 (Revised 8.21.2020) – Dr. Russell Porter, Ph.D., Ed.D.

COURSE DATES, MODALITY, AND LOCATION

<table>
<thead>
<tr>
<th>Class Time:</th>
<th>100% Online; Designated Saturdays as Start Dates for Respective Chapter(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location:</td>
<td>100% Online Asynchronous CANVAS Learning Management System</td>
</tr>
<tr>
<td></td>
<td>Located at <a href="https://tamuct.instructure.com/">https://tamuct.instructure.com/</a></td>
</tr>
</tbody>
</table>

INSTRUCTOR AND CONTACT INFORMATION

<table>
<thead>
<tr>
<th>Instructor:</th>
<th>Dr. Russell Porter, Ph.D., Ed.D.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Vice President for Research &amp; Economic Development</td>
</tr>
<tr>
<td></td>
<td>Professor of Business – Chief Research Officer / Research Compliance Officer</td>
</tr>
<tr>
<td>Telephone:</td>
<td>254.501.5823</td>
</tr>
<tr>
<td>Cellphone:</td>
<td>304.839.9039</td>
</tr>
<tr>
<td>Office:</td>
<td>President’s Suite – Founder’s Hall 421F</td>
</tr>
<tr>
<td>Email:</td>
<td><a href="mailto:porter@tamuct.edu">porter@tamuct.edu</a> [Easiest way to reach me]</td>
</tr>
<tr>
<td>Office Hours:</td>
<td>M-F 8am to 5pm and by appointment</td>
</tr>
</tbody>
</table>

Student-instructor interaction: The easiest way to communicate with me is through my regular email at porter@tamuct.edu. I do not use the Canvas email unless my regular email is not working, and at that time I will inform you to use the Canvas email. Although I have office hours, I tend to respond to email quickly unless I am traveling. Please try emailing me twice if I have not responded to you in 72 hours (3 days). You can also call my cell if you have significant difficulty with the course reading materials – at 304-839-9039.

WARRIOR SHIELD

Emergency Warning System for Texas A&M University-Central Texas

Warrior Shield is an emergency notification service that gives Texas A&M University-Central Texas the ability to communicate health and safety emergency information quickly via email, text message, and social media. All students are automatically enrolled in Warrior Shield through their myCT email account.

Connect to Warrior Shield by [911Cellular](https://portal.publicsafetycloud.net/Account/Login) to change where you receive your alerts or to opt out. By staying enrolled in Warrior Shield, university officials can quickly pass on safety-related information, regardless of your location.

COVID-19 SAFETY MEASURES

To promote public safety and protect students, faculty, and staff during the coronavirus pandemic, Texas A&M University-Central Texas has adopted policies and practices to minimize virus transmission. All members of the university community are expected to adhere to these measures to ensure their own safety and the safety of others. Students must observe the following practices while participating in face-to-face courses, course-
related activities (office hours, help sessions, transitioning to and between classes, study spaces, academic services, etc.) and co-curricular programs:

- **Self-monitoring**—Students should follow CDC recommendations for self-monitoring. Students who have a fever or exhibit symptoms of COVID-19 should participate in class remotely and should not participate in face-to-face instruction. Students required to quarantine must participate in courses and course-related activities remotely and must not attend face-to-face course activities. Students should notify their instructors of the quarantine requirement. Students under quarantine are expected to participate in courses and complete graded work unless they have symptoms that are too severe to participate in course activities.

- **Face Coverings**—Face coverings must be worn inside of buildings and within 50 feet of building entrances on the A&M-Central Texas Campus. This includes lobbies, restrooms, hallways, elevators, classrooms, laboratories, conference rooms, break rooms, non-private office spaces, and other shared spaces. Face coverings are also required in outdoor spaces where physical distancing is not maintained. The university will evaluate exceptions to this requirement on a case by case basis. Students can request an exception through the Office of Access and Inclusion in Student Affairs.
  
  - If a student refuses to wear a face covering, the instructor should ask the student to leave and join the class remotely. If the student does not leave the class, the faculty member should report that student to the Office of Student Conduct. Additionally, the faculty member may choose to teach that day’s class remotely for all students.

- **Physical Distancing**—Physical distancing must be maintained between students, instructors, and others in the course and course-related activities.

- **Classroom Ingress/Egress**—Students must follow marked pathways for entering and exiting classrooms and other teaching spaces. Leave classrooms promptly after course activities have concluded. Do not congregate in hallways and maintain 6-foot physical distancing when waiting to enter classrooms and other instructional spaces.

- The university will notify students in the event that the COVID-19 situation necessitates changes to the course schedule or modality.

**Note:** Although this course is 100% online, there may be times where a student would like to meet with the professor. Please abide by the above for any meetings. You should also be aware of the above in the event you do have a F2F course beyond this course.

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alerts or to opt out. By staying enrolled in Warrior Shield, university officials can quickly pass on safety-related information, regardless of your location.

**COURSE INFORMATION**

**Course Overview and description:** This course provides the foundation for strategically leading the complex industry of health organizations. Theoretical frameworks and empirical analyses are used to emphasize the health services administrator’s role in health care. The course demonstrates how health administrators help both the providers and recipients of health care. A focal point is to create a deep understanding of competitive advantage in the market and in government operations.

**Course Objectives:**

Upon completion of this course, the student will be able to:

1. Demonstrate, through projects/final, how health administration is applied in health care.
2. Present, through projects/final, leadership in health organizations.
3. Demonstrate, through projects/final, how to manage healthcare groups and teams.
4. Present, through participation, how to design and impact health organizations.
5. Demonstrate, through participation, power and politics in health organizations.
6. Distinguish, through projects/final, different healthcare strategies and organizational designs.
7. Demonstrate, through projects/final, innovation for healthcare competitor advantage.
8. Demonstrate, through participation, different healthcare strategic alternatives.

**Student Learning Outcomes:** (*Please see these in alignment with the chapters covered by class*)

Through active participation in the course, students will learn the following critical issues/outcomes that are indicated in the book and also here:

**Chapter 1 – Foundations of Well-Managed Healthcare Organizations**

1. Emphasize team structure and mission / vision in healthcare.
2. Understand and meet the needs of all stakeholders.
3. Build a culture that listens, empowers, trains and rewards.
4. Measure performance, seek benchmarks, and use continuous improvement processes.
5. Protect the corporate capability.

**Chapter 2 – Creating and Sustaining a Transformational Culture**

6. Use service excellence to create the best care with transformational cultures.
7. Implement responsive leadership to build and sustain culture.
8. Measure and continuously improve the culture.
9. Establish a program to respond to culture and value issues.

**Chapter 3 – Building Continuous Improvement**

10. Maintain contact with all stakeholder groups.
11. Sizing the organization and components with quantitative data.
12. Measure and improve performance outcomes.
13. Support a learning organization.
14. Resolve issues in a timely manner, and adhere to schedules.

**Chapter 4 – Establishing Strategic Governance**

15. Establish and sustain clinical excellence and culture of respect.
16. Integrate boundary spanning and forecasting within a strategic plan.
17. Working with physicians and other caregivers to improve care.
18. Monitor overall performance using a scorecard and feedback.
19. Improve the board’s ability to identify and meet stakeholder needs.
Chapter 5 – Foundations of Clinical Performance
20. Use patient management protocols to deliver evidence-based patient care.
21. Use functional protocols to ensure safe, effective, patient-centered, efficient and equitable care.
22. Continuously improve clinical care.
23. Support evidence-based medicine and evidence-based management.

Chapter 6 – The Clinical Staff Organization
25. Achieve excellent care.
26. Demonstrate knowledge of state level credentialing.
27. Demonstrate planning and recruiting of clinical staff.
28. Demonstrate plans for compensating clinical staff.

Chapter 7 - Nursing
29. Deliver excellent nursing care.
30. Communicate comprehensive patient care.
31. Educate patients, families and communities on nursing and other care.
32. Sustain the supply of nurses.

Chapter 8 – Clinical Support Services (CSS)
33. Supporting evidence-based care in support services.
34. Provided comprehensive support care.
35. Recruiting CSS staff.
36. Potential outsourcing of CSS staff.

Chapter 9 – Population Health
37. Maintain core contribution to population health.
38. Expand the mission, vision, and values within population health services.
39. Improve primary care and management of chronic diseases.
40. Building effective prevention platforms.
41. Building effective coalitions with other agencies.

Chapter 10 – Knowledge Management
42. Translate knowledge to strategic performance improvement.
43. Maintain reliability of information (Discuss validity and reliability).
44. Promote effective use of data.
45. Protect individual privacy, archives, and information systems.
46. Planning IT improvement and growth.

Chapter 11 – Human Resources (HR)
47. Treat HR as an investment.
48. Measure and improve associate loyalty.
49. Promote service excellence.
50. Build a competent workforce and attractive workplace environment.
51. Build workforce diversity.

Chapter 12 – Environment of Care
52. Designing space for improved patient outcomes.
53. Planning the best use of space.
54. Using benchmarks to support security/sanitation, maintenance, and materials management services.
55. Using contract services to improve performance.
56. Develop evacuation and emergency plans capable of handling natural disasters, large scale accidents, and the possibility of terrorism.

Chapter 13 – Financial Management
57. Support an evidence based approach to financial management.
58. Provide adequate financial resources.
59. Promote financial integrity (and ethics).

Chapter 14 – Internal Consulting
60. Interpret factual information (review validity and reliability).
61. Obtain benchmarks internally and improve based on benchmarks.
62. Provide performance improvement teams (PITs), for senior management and governance.
63. Identify new programs and capital investment opportunities with appropriate yield.

Chapter 15 – Marketing and Strategy
64. Demonstrate marketing as a broad approach to building relationships.
65. Demonstrate market segments relating to HCO operations.
66. Demonstrate process of listening to build strategy.
67. Demonstrate strategy with evidence-based management.
68. Create strategic plans with governing boards and senior management.

Required Textbook:

White, K., & Griffith, J. (2019). *The well managed healthcare organization. 9th Ed.* Chicago, IL: Health Administration Press (WG)

**COURSE REQUIREMENTS**

**Academic integrity**
A&M-Central Texas is committed to high standards of integrity and ethical conduct. Participating in behavior that violates academic integrity (e.g., including but not limited to - unauthorized collaboration on assignments, plagiarism, multiple submissions of the same assignment, cheating, fabricating information, helping another person cheat, altering or destroying the work of others, fraudulently altering academic records) will result in academic discipline including: receiving a failing grade on an assignment, examination or course, receiving a notation of a violation of academic integrity on your transcript, or being suspended from the University. You have the right to appeal.

**Grading**
A: 90-100 mean points
B: 80-89 mean points
C;70-79 mean points
D; 60-69 mean points
F; Below 60 mean points

(C is Barely Passing at Graduate Level; Must obtain 3.0 GPA to Graduate)

**Posting of Grades**
Your grades will be provided through your official university email. I do not use CANVAS email, so please make sure you check your official university email for your grades. Since this is a graduate course, I will interact with all of you more in-depth than in an undergraduate course. If you have any
issues with grades, please let me know via my porter@tamuct.edu email. I may make a mistake on your grade and therefore no grade is final until the final grade is posted.

<table>
<thead>
<tr>
<th>COURSE ASSESSMENT</th>
<th>PERCENTAGE</th>
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</thead>
<tbody>
<tr>
<td>Class Participation</td>
<td>20% [Classes as indicated below] (20pts)</td>
</tr>
<tr>
<td>Mid Term Exam</td>
<td>20% (20pts)</td>
</tr>
<tr>
<td>Final Exam</td>
<td>20% (20pts)</td>
</tr>
<tr>
<td>Final Paper</td>
<td>40% (40pts) [Note Draft Paper Due Date Below]</td>
</tr>
</tbody>
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GRADE COMPONENTS

Class Participation

Canvass discussions are graded based on weekly replies/answers. Each online class is assessed for participation where students must post in the discussion area with replies, with at least one reply to the professor and two other students for a maximum A grade, to the professor and another student for a maximum B grade, and to the professor only for a maximum C grade.

You must post before the due date for your weekly grade. You must also post by Wednesday each week for a potential A grade each week; Even if you post three replies after Wednesday, the weekly grade will be a B, and with two replies (or one) after Wednesday, the weekly grade will be a C. The reason for needing to post by Wednesday, is the degree of interaction of waiting till the last day or two for replies does not lead to quality interactions in the discussions.

All replies must be supported with APA reference(s) – at least one APA source is required for each post to count towards your weekly grade. Your grade will increase as you add more APA sources (one is valid, two is reliable). It is suggested that each reply be approximately 200 to 400 word count. Any reply less than 100 words will not count towards your weekly grade (i.e., you cannot simply indicate that “you agree” with other students as a reply). All posts are read by the professor, but only very good posts, and incorrect posts will receive a reply by the professor.

Any posts after the due date are encouraged, but they do not count after the due day. Students will receive a weekly unofficial grade and an unofficial midterm grade to provide feedback for the remainder of the course.

Exam (Midterm and the Final)
The Midterm exam will cover the first half of the semester and the Final will cover the second half of the semester. Exams will consist of multiple choice, short answer and essays. The exams are “take home” meaning you are on the honor code. They are both open book and must be completed by the due date – no exceptions unless there is a bonafide emergency.

Final Paper (Grading: Format, Grammar/Spelling, Adequacy, Accuracy, Bib/References, Overall)
The paper will be 20pp. to 30pp. in narrative (i.e., cover and reference pages do not count, and you do not need an abstract) on a health care issue of the student’s choice. However, the issue must be related to health services administration. The final paper is due the same day the final exam is due, and must be in APA and double spaced no larger than 12 font. Students must turn in a draft of the paper by the date indicated below for a tentative grade (Only the adequacy portion will not be graded – therefore your paper grade can still go up or down for the final). If a draft is not turned in, the entire course grade will be reduced by 10 points – thus you cannot receive an A in the course without a draft paper. The draft must be a minimum of 5 pages narrative (with respective Bibliography).
COURSE OUTLINE AND CALENDAR

COURSE SCHEDULE (Subject to change by the instructor – See above for topics and class outcomes for each class below)

Introductions: August 24, 2020 – Course Available with Introductions (Please complete introductions to ensure you meet attendance requirements. The pre-class discussion does not count towards your course participation grade, but is required to ensure verification of attendance, and used for financial aid). You must complete the pre-class meeting before August 29, 2020.

Classes (Week number corresponds to Class number – e.g., Week 1 = Class 1)

<table>
<thead>
<tr>
<th>Timeline</th>
<th>Date</th>
<th>Readings (WG with Additional Readings noted in Class)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-Class 1</td>
<td>August 24, 2020</td>
<td>Scan all Chapters and answer Biography Question</td>
</tr>
<tr>
<td>Week 1:</td>
<td>August 29, 2020</td>
<td>Chapter 1 Posts Due: September 5, 2020 at Midnight</td>
</tr>
<tr>
<td>Week 2:</td>
<td>September 5, 2020</td>
<td>Chapter 2 Posts Due: September 12, 2020 at Midnight</td>
</tr>
<tr>
<td>Week 3:</td>
<td>September 12, 2020</td>
<td>Chapter 3 Posts Due: September 19, 2020 at Midnight</td>
</tr>
<tr>
<td>Week 4:</td>
<td>September 19, 2020</td>
<td>Chapter 4 Posts Due: September 26, 2020 at Midnight</td>
</tr>
<tr>
<td>Week 5:</td>
<td>September 26, 2020</td>
<td>Chapter 5 Posts Due: October 3, 2020 at Midnight</td>
</tr>
<tr>
<td>Week 6:</td>
<td>October 3, 2020</td>
<td>Chapter 6 Posts Due: October 10, 2020 at Midnight</td>
</tr>
<tr>
<td>Week 7:</td>
<td>October 10, 2020</td>
<td>Chapter 7 Posts Due: October 17, 2020 at Midnight</td>
</tr>
<tr>
<td>Week 8:</td>
<td>October 17, 2020</td>
<td>Chapter 8 Posts Due: October 24, 2020 at Midnight</td>
</tr>
<tr>
<td>Week 9:</td>
<td>October 24, 2020</td>
<td>Chapter 9 Posts Due: October 31, 2020 at Midnight</td>
</tr>
<tr>
<td>Week 10:</td>
<td>October 31, 2020</td>
<td>Chapter 10 Posts Due: November 7, 2020 at Midnight</td>
</tr>
<tr>
<td>Week 11:</td>
<td>November 7, 2020</td>
<td>Chapter 11 Posts Due: November 14, 2020 at Midnight</td>
</tr>
<tr>
<td>Week 12:</td>
<td>November 14, 2020</td>
<td>Chapter 12 Posts Due: November 21, 2020 at Midnight</td>
</tr>
<tr>
<td>Week 13:</td>
<td>November 21, 2020</td>
<td>Chapters 13-14 Posts Due: November 28, 2020*</td>
</tr>
<tr>
<td></td>
<td>[*Note: Wednesday First Response Suspended; Thanksgiving Break Nov. 26-27, 2020]</td>
<td></td>
</tr>
<tr>
<td>Week 14:</td>
<td>November 28, 2020</td>
<td>Chapter 15 Posts Due: December 5, 2020</td>
</tr>
<tr>
<td>Week 15:</td>
<td>December 5, 2020</td>
<td>Start Final Exam: Due December 11, 2020 at Midnight</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Final Paper: Due December 11, 2020 at Midnight</td>
</tr>
</tbody>
</table>
Important University Dates: Please see https://www.tamuct.edu/registrar/docs/2020-2021-academic-calendars-and-final-exam-schedule.pdf

Personal Statement on Education: This is your course! You will learn both cognitive and affective education domains. Please be courteous to other perspectives and opinions – we all learn from others.

TECHNOLOGY REQUIREMENTS AND SUPPORT

Technology Requirements

This course will use the A&M-Central Texas Instructure Canvas learning management system. We strongly recommend the latest versions of Chrome or Firefox browsers. Canvas no longer supports any version of Internet Explorer.

Logon to A&M-Central Texas Canvas [https://tamuct.instructure.com/] or access Canvas through the TAMUCT Online link in myCT [https://tamuct.onecampus.com/]. You will log in through our Microsoft portal.

Username: Your MyCT email address. Password: Your MyCT password

Canvas Support

Use the Canvas Help link, located at the bottom of the left-hand menu, for issues with Canvas. You can select “Chat with Canvas Support,” submit a support request through “Report a Problem,” or call the Canvas support line: 1-844-757-0953.

For issues related to course content and requirements, contact your instructor.

Online Proctored Testing

A&M-Central Texas uses Proctorio for online identity verification and proctored testing. This service is provided at no direct cost to students. If the course requires identity verification or proctored testing, the technology requirements are: Any computer meeting the minimum computing requirements, plus web camera, speaker, and microphone (or headset). Proctorio also requires the Chrome web browser with their custom plug in.

Other Technology Support

For log-in problems, students should contact Help Desk Central

24 hours a day, 7 days a week

Email: helpdesk@tamu.edu
Phone: (254) 519-5466
Web Chat: [http://hdc.tamu.edu]

Please let the support technician know you are an A&M-Central Texas student.

UNIVERSITY RESOURCES, PROCEDURES, AND GUIDELINES

Drop Policy

If you discover that you need to drop this class, you must complete the Drop Request Dynamic Form through Warrior Web.
Faculty cannot drop students; this is always the responsibility of the student. The Registrar’s Office will provide a deadline on the Academic Calendar for which the form must be completed. Once you submit the completed form to the Registrar’s Office, you must go into Warrior Web and confirm that you are no longer enrolled. If you still show as enrolled, FOLLOW-UP with the Registrar’s Office immediately. You are to attend class until the procedure is complete to avoid penalty for absence. Should you miss the drop deadline or fail to follow the procedure, you will receive an F in the course, which may affect your financial aid and/or VA educational benefits.

Academic Integrity

Texas A&M University -Central Texas values the integrity of the academic enterprise and strives for the highest standards of academic conduct. A&M-Central Texas expects its students, faculty, and staff to support the adherence to high standards of personal and scholarly conduct to preserve the honor and integrity of the creative community. Academic integrity is defined as a commitment to honesty, trust, fairness, respect, and responsibility. Any deviation by students from this expectation may result in a failing grade for the assignment and potentially a failing grade for the course. Academic misconduct is any act that improperly affects a true and honest evaluation of a student’s academic performance and includes, but is not limited to, working with others in an unauthorized manner, cheating on an examination or other academic work, plagiarism and improper citation of sources, using another student’s work, collusion, and the abuse of resource materials. All academic misconduct concerns will be referred to the university’s Office of Student Conduct.

Ignorance of the university’s standards and expectations is never an excuse to act with a lack of integrity. When in doubt on collaboration, citation, or any issue, please contact your instructor before taking a course of action.

For more information regarding the Student Conduct process, [https://www.tamuct.edu/student-affairs/student-conduct.html]. If you know of potential honor violations by other students, you may submit a report, [https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=0].

Academic Accommodations

At Texas A&M University-Central Texas, we value an inclusive learning environment where every student has an equal chance to succeed and has the right to a barrier-free education. The Office of Access and Inclusion is responsible for ensuring that students with a disability receive equal access to the university’s programs, services and activities. If you believe you have a disability requiring reasonable accommodations please contact the Office of Access and Inclusion, WH-212; or call (254) 501-5836. Any information you provide is private and confidential and will be treated as such.
For more information please visit our Access & Inclusion Canvas page (log-in required) [https://tamuct.instructure.com/courses/717]

Important information for Pregnant and/or Parenting Students
Texas A&M University-Central Texas supports students who are pregnant and/or parenting. In accordance with requirements of Title IX and related guidance from US Department of Education’s Office of Civil Rights, the Dean of Student Affairs’ Office can assist students who are pregnant and/or parenting in seeking accommodations related to pregnancy and/or parenting. Students should seek out assistance as early in the pregnancy as possible. For more information, please visit Student Affairs [https://www.tamuct.edu/student-affairs/index.html]. Students may also contact the institution’s Title IX Coordinator. If you would like to read more about these requirements and guidelines online, please visit the website [http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf].

Title IX of the Education Amendments Act of 1972 prohibits discrimination on the basis of sex and gender—including pregnancy, parenting, and all related conditions. A&M-Central Texas is able to provide flexible and individualized reasonable accommodation to pregnant and parenting students. All pregnant and parenting students should contact the Associate Dean in the Division of Student Affairs at (254) 501-5909 to seek out assistance. Students may also contact the University’s Title IX Coordinator.

Tutoring
Tutoring is available to all A&M-Central Texas students, on a remote online basis. Visit the Academic Support Community in Canvas to view schedules and contact information. Subjects tutored on campus include Accounting, Advanced Math, Biology, Finance, Statistics, Mathematics, and Study Skills. Tutors will return at the Tutoring Center in Warrior Hall, Suite 111 in the Fall 2020. Student success coaching is available online upon request.

If you have a question regarding tutor schedules, need to schedule a tutoring session, are interested in becoming a tutor, success coaching, or have any other question, contact Academic Support Programs at (254) 501-5836, visit the Office of Student Success at 212F Warrior Hall, or by emailing studentsuccess@tamuct.edu.

Chat live with a tutor 24/7 for almost any subject from on your computer! Tutor.com is an online tutoring platform that enables A&M-Central Texas students to log in and receive online tutoring support at no additional cost. This tool provides tutoring in over 40 subject areas except writing support. Access Tutor.com through Canvas.

University Writing Center
The University Writing Center (UWC) at Texas A&M University–Central Texas (TAMUCT) is a free service open to all TAMUCT students. For the Fall 2020 semester, all services will be online as a result of the COVID-19 pandemic. The hours of operation are from 10:00 a.m.-
5:00 p.m. Monday thru Thursday with satellite hours online Monday thru Thursday from 6:00-9:00 p.m. The UWC is also offering hours from 12:00-3:00 p.m. on Saturdays. Tutors are prepared to help writers of all levels and abilities at any stage of the writing process. By providing a practice audience for students' ideas and writing, our tutors highlight the ways in which they read and interpret students’ texts, offering guidance and support throughout the various stages of the writing process. While tutors will not write, edit, or grade papers, they will assist students in developing more effective composing practices. Whether you need help brainstorming ideas, organizing an essay, proofreading, understanding proper citation practices, or just want a quiet place to work, the UWC is here to help!

Students may arrange a one-to-one session with a trained and experienced writing tutor by making an appointment via WCONline [https://tamuct.mywconline.com/]. In addition, you can email Dr. Bruce Bowles Jr. at bruce.bowles@tamuct.edu if you have any questions about the UWC and/or need any assistance with scheduling.

**University Library**

The University Library provides many services in support of research across campus and at a distance. We offer over 200 electronic databases containing approximately 250,000 eBooks and 82,000 journals, in addition to the 85,000 items in our print collection, which can be mailed to students who live more than 50 miles from campus. Research guides for each subject taught at A&M-Central Texas are available through our website to help students navigate these resources. On campus, the library offers technology including cameras, laptops, microphones, webcams, and digital sound recorders.

Research assistance from a librarian is also available 24 hours a day through our online chat service, and at the reference desk when the library is open. Research sessions can be scheduled for more comprehensive assistance, and may take place on Skype or in-person at the library. Assistance may cover many topics, including how to find articles in peer-reviewed journals, how to cite resources, and how to piece together research for written assignments.

Our 27,000-square-foot facility on the A&M-Central Texas main campus includes student lounges, private study rooms, group work spaces, computer labs, family areas suitable for all ages, and many other features. Services such as interlibrary loan, TexShare, binding, and laminating are available. The library frequently offers workshops, tours, readings, and other events. For more information, please visit our Library website [http://tamuct.libguides.com/index].

For Fall 2020, all reference service will be conducted virtually. Please go to our Library website [http://tamuct.libguides.com/index] to access our virtual reference help and our current hours.
OPTIONAL POLICY STATEMENTS

A Note about Sexual Violence at A&M-Central Texas

Sexual violence is a serious safety, social justice, and public health issue. The university offers support for anyone struggling with these issues. University faculty are mandated reporters, so if someone discloses that they were sexually assaulted (or a victim of Domestic/Dating Violence or Stalking) while a student at TAMUCT, faculty members are required to inform the Title IX Office. If you want to discuss any of these issues confidentially, you can do so through Student Counseling (254-501-5955) located on the second floor of Warrior Hall (207L).

Sexual violence can occur on our campus because predators often feel emboldened, and victims often feel silenced or shamed. It is incumbent on ALL of us to find ways to actively create environments that tell predators we don’t agree with their behaviors and tell survivors we will support them. Your actions matter. Don’t be a bystander; be an agent of change. For additional information on campus policy and resources visit the Title IX webpage [https://www.tamuct.edu/compliance/titleix.html].

Behavioral Intervention

Texas A&M University-Central Texas cares about the safety, health, and well-being of its students, faculty, staff, and community. If you are aware of individuals for whom you have a concern, please make a referral to the Behavioral Intervention Team. Referring your concern shows you care. You can complete the referral online [https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=2].

Anonymous referrals are accepted. Please see the Behavioral Intervention Team website for more information [https://www.tamuct.edu/student-affairs/bat.html]. If a person’s behavior poses an imminent threat to you or another, contact 911 or A&M-Central Texas University Police at 254-501-5800.

OTHER POLICIES

INSTRUCTOR POLICIES

Please pay attention to the due dates for the posting to questions for each class. There are no exceptions for late replies unless a student can provide a bonafide note for an emergency – after the fact is of course acceptable (e.g., you are in the emergency room and cannot contact me before the due date). This is your course and you should attempt to post a reply within 1-2 days after the posting of the question. To obtain an A grade for each class, you must reply to the professor or another student by Wednesday before the posts deadline. There is no exception for the due date for the draft paper, and if you do not turn in a draft paper, you will not obtain an A grade for the course (due to the 10 point deduction for the entire course for not turning in a draft paper). If at any time you have an issue with the course, please email your instructor at porter@tamuct.edu, or call 304-839-9039.
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