HEAD 5311-110; CRN 81017 ONLINE
Health Administration and Strategy

Fall 2021
Texas A&M University-Central Texas

COURSE DATES, MODALITY, AND LOCATION

This is a 100% online asynchronous course and uses the A&M-Central Texas Canvas Learning Management System [https://tamuct.instructure.com/]. You will use the Canvas username and password communicated to you separately to log in to this system.

Throughout the semester there will be several *optional* scheduled on-line live Zoom sessions to engage in discussions about the course material and career opportunities in the healthcare industry. These Zoom sessions will be recorded and posted for viewing by those who are unable to attend but no new testable or gradable material will be presented.

- Each Monday you will be assigned a chapter to read in our excellent textbook, *The Well-Managed Healthcare Organization, 9th Edition* [See textbook details under "Course Information" below but be sure to get the 9th Edition because it contains a number of significant updates from previous editions].
- I will also post a short (usually 15-30 minute) video with my "real world" perspectives on the material from that week's assigned chapter.
- By Sunday evening at 11:59pm CST you will be expected to submit a response to an assignment based on that week's topic. Frequently the assignment will be for you to search current publications and email me your analysis and recommendations as if you are a junior executive reporting to me as your CEO.
- There will be no long research papers because we rarely write those in the business world, but we will have open-book mid-term and final exams to make sure that you understand the major concepts that healthcare administrators should know.

INSTRUCTOR AND CONTACT INFORMATION

Instructor: **Hugh Brown, MBA (I show up as "Albert Brown II" in Canvas)**
                CEO, St. David's Georgetown Hospital, Georgetown, TX
Office: **No office on campus**
Phone: **(512) 618-6334 (personal mobile for calls and texts)**
Email: HughBrown2@tamuct.edu (Preferred method. I will check at least daily)

                Canvas Messages (I will check frequently but maybe not daily)

                HughBrown2@gmail.com (Use this if you don't get a reply quickly enough from one of the other addresses)

Office Hours

Because my full-time "day job" is as a hospital CEO, I will not have any scheduled office hours on campus. However, per the next section of this syllabus, I will gladly arrange virtual meetings as needed.

Student-instructor interaction

One-on-One Meetings: In addition to providing you with a solid academic foundation in healthcare administration, I also hope to help you identify ways that you can personally pursue opportunities in what is one of the most important and rewarding career fields available. Therefore, even though we won't be interacting face-to-face in class, I welcome opportunities to schedule virtual meetings with you through Zoom. I have a pretty busy "day job" but with some flexibility I am sure we can find a time to connect.

Optional Class Zoom Gatherings: As you will see on the Syllabus, I have scheduled four Zoom meetings this semester:

Thursday, September 2	8:00pm – 9:00pm	Discuss Chapter 1
Thursday, September 23	8:00pm – 9:00pm	Discuss Chapters 2-4
Thursday, October 21	8:00pm – 9:00pm	Discuss Chapters 5-8
Thursday, November 11	8:00pm – 9:00pm	Discuss Chapters 9-11

These meetings are purely option. No attendance will be taken and no new testable material will be presented. However, the sessions will be recorded and posted if you want to view them later. I intend for these sessions to be an opportunity for us to dialogue a bit about what you've read, what questions you might have, and what suggestions you might have about ways to make the course more meaningful.

Connecting With Me Quickly: You can also send me Canvas Inbox messages or emails any time; I usually reply within 24 hours. For something more urgent, please email me the details using my HughBrown2@tamuct.edu address and then text me at (512) 618-6334 to ask me to check my email for your message. For immediate communication it's fine to text me but please identify yourself by name and note that you are student in this class so I don't mistake your message for spam.

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://www.tamuct.edu/police/911cellular.html] 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.

COURSE INFORMATION

Course Overview and description

This course provides the foundation for strategically leading the complex industry of healthcare organizations (HCOs). Theoretical frameworks and empirical analyses are used to emphasize the health services administrator's role in facilitating care that is safe, effective, patient centered, timely, efficient, and equitable.

The course also demonstrates how healthcare administrators help both the providers and recipients of health care. A focal point is to create a deep understanding of real world best practices that create competitive advantage in the market.

Weekly Assignments: To simulate real-world application of the theory in the textbook, students will be respond to weekly assignments as if they were junior executives who have been asked by their CEO to research current publications and provide a recommendation on a subject related to that week's reading assignment and video lecture. Students will be graded on timeliness, professionalism, and the quality of the content of their responses.

Course Objective or Goal
Upon completion of this course, the student will be able to:
1. Demonstrate, through assignments/examinations, how healthcare leaders can develop and maintain organizational cultures that empower and support multidisciplinary teams
2. Present, through assignments/examinations, strategies, and tactics to deliver care that is safe, effective, patient centered, timely, efficient, and equitable.
3. Demonstrate, through assignments /examinations, how to improve work processes with measurement, benchmarks, process analysis, negotiated goals, and rewards.
4. Present, through assignments/examinations, how to identify and present innovative, evidence-based solutions to operational issues to meet patient needs and achieve a competitive advantage
5. Demonstrate, through assignments/examinations, how to organize both clinical and non-clinical staff to achieve a healthcare organization's defined goals

Student Learning Outcomes

Through reading the assigned material and completing the assignments, 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 transformational culture that listens, empowers, trains and rewards.
4. Use measured performance, seeking benchmarks and continuously improving.

Chapter 2 – Creating and Sustaining a Transformational Culture

5. Use systematic listening to create the best care with transformational cultures.

6. Use evidence based leadership to build and sustain culture.

7. Measure and continuously improve the culture.

8. Establish a program to respond to and protect culture and value issues.

Chapter 3 – Building Continuous Improvement

9. Use multiple avenues to maintain contact with all stakeholder groups.

10. Maintain a reporting system of performance measures, goals, and benchmarks.

11. Create and sustain a learning organization.

12. Establish realistic improvement goals and integrate them into a long term strategy.

Chapter 4 – Establishing Strategic Governance

13. Establish and sustain a culture of respect, honesty, and service.

14. Use realistic forecasts to create a plan for mission achievement.

15. Develop and monitor a strategic scorecard of organizational performance.

Chapter 5 – Foundations of Clinical Excellence

16. Support evidence-based patient management guidelines to deliver patient care.

17. Continuously improve clinical care.

18. Support evidence-based medicine and evidence-based management.

Chapter 6 – The Clinical Staff Organization

19. Achieve excellent care through communication, empowerment, and accountability.

20. Demonstrate knowledge of credentialing to verify the preparation and skills of each clinical staff member.

21. Plan clinical staff capacity and recruit/retain staff to ensure excellent care.

Chapter 7 - Nursing

22. Build effective nursing and interdisciplinary teams to deliver individualized, patient-centered care.

23. Implement comprehensive communication strategies to ensure full transfer of knowledge between caregivers.

24. Educate patients, families, and communities on nursing and other care.

25. Sustain the supply of nurses my ensuring healthy work environments.

Chapter 8 – Clinical Support Services (CSS)

26. Support evidence-based care through the efficient utilization of clinical support services.

27. Provided comprehensive support care.

28. Evaluate both in-house and outsourced clinical support services.

Chapter 9 – Population Health

29. Maintain core contribution to population health.

30. Deliver Clinical Excellence in preventive, curative, and rehabilitative services.

31. Deliver palliative and end-of-life care.

Chapter 10 – Knowledge Management

32. Support an evidence-based culture to translate knowledge into strategic performance improvement.
33. Promote effective use of data in decision-making.
34. Protect individual privacy, archives, and information systems.

Chapter 11 – Human Resources (HR)

35. Treat human resources or human capital as an investment.
36. Measure and improve associate loyalty.
37. Promote service excellence.
38. Build a competent workforce and attractive workplace environment.
39. Build workforce diversity and inclusion.

Chapter 12 – Environment of Care

40. Design space for safety and improved patient outcomes.
41. Plan the best use of space.
42. Use benchmarks to support security/sanitation, maintenance, and materials management services.

Chapter 13 – Financial Management

43. Support an evidence-based approach to financial management.
44. Provide adequate financial resources.
45. Promote financial integrity (and ethics).

Chapter 14 – Internal Consulting

46. Interpret factual information (review validity and reliability).
47. Obtain benchmarks internally and improve based on benchmarks.
48. Provide performance improvement teams (PITs), for senior management and governance.
49. Identify new programs and capital investment opportunities with appropriate yield.

Chapter 15 – Marketing and Strategy

50. Use marketing principles to improve relations with associates and other stakeholders.
51. Demonstrate market segments relating to HCO operations.
52. Integrate the results of environmental assessments and quantitative forecasts to prepare for future needs.

Required Reading and Textbook(s)

White, K., & Griffith, J. (2019). The Well-Managed Healthcare Organization. 9th Ed. Chicago, IL: Health Administration Press (WG)

Note: Please use the 9th edition (2019) as it has been updated to include current examples of best practices and evidence-based management tactics.

You will also be expected to, on a weekly basis, research current topics in healthcare using a variety of online sources including, but not limited to:

1. Modern Healthcare https://www.modernhealthcare.com/

This is the best source of up-to-the minute news and analysis for the healthcare industry. You will want a digital subscription to access their daily eNewsletters as well as the in-depth articles and archives that you will you use each week in your written assignments. Modern Healthcare offers a 4 week digital trial for $1 and then a $15/mo subscription which can be cancelled any time. However, I would suggest that you consider a [$49 One Year Digital Subscription through Student Beans](https://www.modernhealthcare.com/).

2. HealthLEADERS https://www.healthleadersmedia.com/

I would suggest that you subscribe to several of the free health**leaders [daily and weekly e-Newsletters](https://www.healthleadersmedia.com/)** including Briefing, Weekly Wrap, Next, and Strategy. Their website also has an extensive free resources including [Fact Files](https://www.healthleadersmedia.com/) that clearly present data on a variety of important topics, vendor-sponsored white papers that describe innovation solutions to current opportunitie, interviews with prominent healthcare leaders, etc.

3. **Becker's Hospital Review** https://www.beckershospitalreview.com/

You can subscribe to various free e-Newsletters from Becker's home page to keep up with breaking news in the industry. Many healthcare executives consider Becker's Hospital Review monthly print issue ([available for free online](https://www.beckershospitalreview.com/)) as "must read" material to stay current on all aspects of the healthcare business.

NOTE: Because we will have limited opportunities for live, real-time interaction this is a **Reading Intensive (RI)** and **Writing Instructive (WI)** course. Therefore, writing will be an integral part of my instruction and our interactions. Writing will also be a fundamental way that I measure student mastery of course content. WI means that you will have several opportunities to work on improving your writing skills.

It is extremely important that healthcare leaders be able to synthesize a great deal of information from a variety of sources and present evidence-based, well organized, persuasive proposals to decision makers. Each week I will assign you a topic based on that week's chapter reading. I will ask you to research the topic and respond to me as if you are a junior healthcare executive and I have asked you for your input. I will expect you to respond in a professional format (i.e. email or "executive summary") outlining what you found in your research (including citing specific references), weighing the pros and cons of the various perspectives, and ultimately providing your opinion for my consideration. I do not anticipate that your written submissions will be more than 800-1000 words or 1-2 pages (because most busy executives won't read much more than that!), but I do expect that you will have data and provide sources to back up your positions. I will give you some examples of possible formats and approaches at the beginning of the semester since this will be "business writing" not your typical academic paper writing.

COURSE REQUIREMENTS

Course Requirements: (include point values for each- not just a percentage)

A. Course Agreement, Student Profile, and "My Story" Video (30 pts)

1. Students must read this Syllabus carefully and document that they understand all course requirements by the end of the first week of class (11:59pm, August 29, 2021). The **Course Agreement** certifies students understand this Syllabus, all required course assignments, and the expectations associated with this graduate online class. (10 pts for meeting deadline)

2. The **Student Profile** must be completed and returned by the deadline. (10 pts for meeting deadline)

3. The '**Tell Your "Why" Story' Video** will be no less than 5 minutes and no more than 10 minutes long and will be based on the instructions given in the instructor's video entitled "Welcome To The Best Course You Will Take (This Semester!)". (10 pts for meeting deadline)

B. Weekly Readings, Videos and Assignments (300 pts)

Students must read the chapter in the textbook and watch the video that is assigned for that week. They then must complete an assignment that will be based on that material and will require some outside research.

1. Each assignment will be worth a maximum of 30 points assigned as follows:
   a. 10 pts **Timeliness**. Full points if submitted by deadline. Zero points if late.
   b. 10 pts **Professionalism**. Assignments will be in business e-mail or "white paper" Formats (examples will be provided). I will be looking for professional tone, good grammar, spelling, adherence to format guidelines, etc.
   c. 10 pts **Content.** Did you answer the question? Did you utilize several credible resources and document them properly? Does your argument or proposal make sense?
2. There will a total of 13 weekly assignments (no assignments for weeks 7 & 15 because Mid-Term and Final Exams are those weeks).
3. I will count the top <u>ten</u> scores of the assignments towards your final grade. That means that if you submit all 13 assignments, your lowest three grades will be disregarded. That also means you can **NOT** turn in up to 3 assignments and still be eligible for the maximum number of total points (10 assignments x 30 points max each = 300 max total points)

C. Examinations (85 pts each, 170 pts total)

Mid-Term: Due at 11:59pm on Sunday, October 17, 2021.
OPEN BOOK multiple choice, true/false and short answer format
Will cover Chapters 1 – 7 as well as the videos for those weeks
Maximum of 85 points.
Fifteen points will be deducted for each day (midnight) late

Final: Due at 11:59pm on Friday, December 10, 2021.
          OPEN BOOK multiple choice, true/false and short answer format
          Will cover Chapters 8-15 as well as the videos for those weeks
          Maximum of 85 points.
          Fifteen points will be deducted for each day (midnight) late

Grading Criteria Rubric and Conversion

There are 500 grading points available in this class, assigned as follows:

Student Profile	10
Course Agreement	10
"My Story Video"	10
Weekly Assignments (10 @ 30 pts)	300
Mid-Term Exam	85
Final Exam	85
Total:	**500 points maximum available**

Grading Policies

Grades are assigned as follows:

COURSE GRADE	CALCULATION	MINIMUM POINTS REQUIRED
A	90% x 500	450
B	80% x 500	400
C	70% x 500	350
D	60% x 500	300
F	50% x 500	250 and below

Late Submissions

Meeting deadlines is a professional expectation in business. Deductions for late submissions of assignments and examinations are detailed in the Course Requirements sections above. There will be no deviations from the deductions for late work unless you or a member of your immediate family has a medical emergency. You must communicate this information to Mr. Brown at the soonest available time prior to or on the day of the deadline. The request for a deadline extension must be accompanied by a doctor or hospital note as back-up.

Posting of Grades

All student grades are anticipated to be posted in the Canvas Grade book within seven days of the submission deadline. If I am unable to return grades within this timeline, I will post an announcement in the Canvas classroom with the anticipated posting date for grades. Students should monitor their grades through this tool and report any issues or concerns immediately.

COURSE OUTLINE AND CALENDAR

Complete Course Calendar

Timeline:		Start Date	Readings	Topic	Date Due (Midnight)
Pre-Class 1:	M	August 23, 2021	Assigments:	Student Profile, Course Agreement, "Your 'Why' Story" Video	August 29, 2021
Week 1:	M	August 30, 2021	Chapter 1	Foundations of Well-Managed Healthcare Organizations	September 5, 2021
	Th	September 2, 2021	8:00pm-9:00pm	Optional "live" Zoom meeting to discuss Chapter 1	
Week 2:	M	September 6, 2021	Chapter 2	Creating and Sustaining a Transformational Culture	September 12, 2021
Week 3:	M	September 13, 2021	Chapter 3	Building Continuous Improvement	September 19, 2021
Week 4:	M	September 20, 2021	Chapter 4	Establishing Strategic Governance	September 26, 2021
	Th	September 23, 2021	8:00pm-9:00pm	Optional "live" Zoom meeting to discuss Chapters 2-4	
Week 5:	M	September 27, 2021	Chapter 5	Foundations of Clinical Excellence	October 3, 2021
Week 6:	M	October 4, 2021	Chapter 6	The Clinical Staff Organization	October 10, 2021
Week 7:	M	October 11, 2021	Chapter 7	Nursing	*No Assignment*
		October 11-17, 2021	**MID-TERM EXAM**	**Covers Chapters 1-7**	**October 17, 2021**
Week 8:	M	October 18, 2021	Chapter 8	Clinical Support Services	October 24, 2021
		October 21, 2021	8:00pm-9:00pm	Optional "live" Zoom meeting to discuss Chapters 5-8	
Week 9:	M	October 25, 2021	Chapter 9	Population Health	October 31, 2021
Week 10:	M	November 1, 2021	Chapter 10	Knowledge Management	November 7, 2021
Week 11:	M	November 8, 2021	Chapter 11	Human Resources	November 14, 2021
	Th	November 11, 2021	8:00pm-9:00pm	Optional "live" Zoom meeting to discuss Chapters 9 - 11	
Week 12:	M	November 15, 2021	Chapter 12	Environment of Care	November 21, 2021
Week 13:	M	November 22, 2021	Chapter 13	Financial Management	November 28, 2021
Week 14:	M	November 29, 2021	Chapter 14	Internal Consulting	December 5, 2021
Week 15:	M	December 6, 2021	Chapter 15	Marketing and Strategy	*No Assignment*
	F	**December 6-10, 2021**	**FINAL EXAM**	**Covers Chapters 8-15**	**December 10, 2021**

Important University Dates
   https://www.tamuct.edu/registrar/academic-calendar.html

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

Technology issues are not an excuse for missing a course requirement. Make sure your computer is configured correctly and address issues well in advance of deadlines. Be sure to identify a backup plan in the event of technology issues, such as using the TAMUCT computer lab, a local library computer where available, a backup laptop of your own, or access to a friend, neighbor, or family member's computer. If you do encounter technical difficulties, please email me.

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

Our two exams (mid-term and final) will be "open book" and you will have an entire week to complete them so I do not anticipate using 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.

[https://dynamicforms.ngwebsolutions.com/casAuthentication.ashx?InstID=eaed95b9-f2be-45f3-a37d-46928168bc10&targetUrl=https%3A%2F%2Fdynamicforms.ngwebsolutions.com%2FSubmit%2FForm%2FStart%2F53b8369e-0502-4f36-be43-f02a4202f612].

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. Any deviation by students from this expectation may result in a failing grade for the assignment and potentially a failing grade for the course. All academic misconduct concerns will be referred to the Office of Student Conduct. 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]

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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/pregnant-and-parenting-students.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. 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

University Writing Center: Located in Warrior Hall 416, the University Writing Center (UWC) at Texas A&M University–Central Texas (A&M–Central Texas) is a free service open to all A&M–Central Texas students. For the Fall 2021 semester, the hours of operation are from 10:00 a.m.-5:00 p.m. Monday thru Thursday in Warrior Hall 416 (with online tutoring available every hour as well) with satellite hours available online only Monday thru Thursday from 6:00-9:00 p.m. and Saturday 12:00-3:00 p.m.

Tutors are prepared to help writers of all levels and abilities at any stage of the writing process. While tutors will not write, edit, or grade papers, they will assist students in developing more effective composing practices. 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. In addition, students may work independently in the UWC by checking out a laptop that runs the Microsoft Office suite and connects to WIFI, or by consulting our resources on writing, including all of the relevant style guides. 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 at 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, need any assistance with scheduling, or would like to schedule a recurring appointment with your favorite tutor by making an appointment via WCOnline at 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, need any assistance with scheduling, or would like to schedule a recurring appointment with your favorite tutor.

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 400,000 eBooks and 82,000 journals, in addition to the 96,000 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 virtually through WebEx, Microsoft Teams 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) [http://tamuct.libguides.com/index].

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 Wellness and 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/bit]. 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

Copyright Notice

Students should assume that all course material is copyrighted by the respective author(s). Reproduction of course material is prohibited without consent by the author and/or course instructor. Violation of copyright is against the law and Texas A&M University-Central Texas' Code of Academic Honesty. All alleged violations will be reported to the Office of Student Conduct.

Mr. Brown reserves the right to make changes to this Syllabus should circumstances during the semester cause revision. Note the date below of this Syllabus. Should changes be necessary a revised Syllabus will be posted on the Course web site, an announcement posted to that effect, and the new version will have a different date in the footer.