PADM 5380 - Prin Politics of Public Budg: Prin Politics of Public Budg (Sub I- Aug 24 to Oct 09)

Fall 2026 Syllabus, Section 680, CRN 17990

Instructor Information

Peter Haruna, Ph.D.
Professor
Email: pharuna@tamiu.edu
Office: AIC 334
Office Hours:
MTWR: 4-6 pm CST
Office Phone: 9563262613
By Appointment

Times and Location

Does Not Meet Face-to-Face

Course Description

Methods, norms, and practices of public budgeting and fiscal management are studied. Course covers the politics of budgeting, principles of public finance, and the analysis of fiscal management processes, procedures, and standards. Prerequisite: Graduate standing and PADM 5375.
Social Sciences Department, College of Arts & Sciences

Additional Course Information

The course aims to prepare students to become effective civic leaders and managers capable of mobilizing and utilizing financial and human resources to advance ethical, accountable, and inclusive public governance. Students will serve diverse local, national, and global communities through accomplished professional public service skills that value analytical thinking. The course will provide the varied skills needed to communicate and solve problems in order to produce public leaders equipped for an evolving global future.

Program Learning Outcomes

Upon completing the MPA program, graduates will be able to:

(1) Analyze public budgets to determine their effectiveness in addressing inequalities.

(2) Analyze data using descriptive and inferential statistical techniques.

(3) Evaluate the effectiveness of public programs in meeting set goals and objectives.

(4) Present research papers at professional conferences

(5) Analyze public policies and propose alternative solutions.

(6) Analyze organizational culture and climate to identify barriers to performance.

Student Learning Outcomes

Upon completion of the course, students will be able to:

(1) Analyze the fundamental principles of public finance.

(2) Explain how the principles of public finance influence public budgeting.

(3) Analyze a budget with the goal of improving its public interest function.

(4) Evaluate different budget systems to determine their effectiveness.

(5) Apply performance measures in public budgeting to improve service quality.

(6) Create a composite budget incorporating traditional and nontraditional frameworks.

Important Dates

Visit the Academic Calendar (tamiu.edu) (https://www.tamiu.edu/academiccalendar/) page to view the term's important dates.

Textbooks

Group	Title	Author	ISBN
Required	Fiscal Administration	John Mikesell	13: 978-1-305-95368-0

Other Course Materials

To go to the bookstore, **click here (https://www.bkstr.com/texasaminternationalstore/home)**.

Raudla, R., Sarapuu, K., Douglas, J. W., Vallism, J., & Harbuzova, N. (2025). Budgeting for Innovation: How Funding Strategies Enable or Constrain Public Sector Experimentation. *Public Budgeting & Finance,* 1-13: https://doi.org/10.1111/pbaf.12402

Grading Criteria

Below is the grading scale for your attention. There will be a total of 400 points distributed as follows: (1) weekly chapter summaries = 100 points, (2) weekly peer-reviewed article review and critique = 100 points, (3) weekly voice thread discussions = 40 points, (4) weekly AI-assisted Socratic discussion methods = 40 points, (5) two biweekly Blackboard Collaborative discussions = 20 points, and (6) final budget project = 100 points. To get an A, you must average an A in each of the categories.

SUBMISSION GUIDELINES

All submissions should follow the APA Manual (7th Edition). It guides you through the scholarly writing process, including the ethics of authorship and writing mechanics. There are sample examples online. You must integrate ideas from the assigned textbook chapters and peer-reviewed journal articles. Paraphrase the ideas and only use relevant quotes where necessary.

GRADE	PERCENTAGE
A	91-100
B	80-90.9
C	70-79.9
D	60-69.9
F	Below 60

Schedule of Topics and Assignments

Week of	Agenda/Topic	Reading(s)	Due
8/31	The nature of Public Budgeting	(1) JM: Ch.1 (2) Peer-reviewed article 1 (3) PowerPoint Ch. summary	(1) Discussion Forum -Sunday August 29 (11:59 pm CST) (2) Responses - Sunday August 30 (11:59 pm CST) (3) Assignment - Sunday August 30 (11:59 pm CST)
9/7	The Public Budgeting Process and Function	(1) Read JM: Ch. 2 (2) Read peer-reviewed article 2 (3) Review the materials and watch the video at Blackboard	Discussion post - Friday Sept. 4 (11:59 pm CST) (2) Response - Sunday Sept. 6 (11:59 pm) (3) YouTube video summary - Sunday Sept. 6 (11:59 pm CST) (4) Complete budget development strategies - Sunday Sept. 6 (11:59 pm CST)
9/14	Overview of Public Budgeting Methods and Practices	(1) Read JM: Ch. 3; Riley & Colby Ch. 3 (2) Read peer-reviewed journal article 3	Sunday Sept. 13 (11:59 pm) (2) Peer-reviewed journal article 3 critique (3) Answer end-of-chapter questions (4) Participate in Harmonize discussion (5) Assignment due Sunday Sept. 13 (11:59 pm CST)
9/21	Fiscal Decentralization: State and Local Budgets	(1) Read JM: Chs. 4 & 5 (2) Read peer-reviewed journal article 4 (3) Watch video	(1) Discussion post - Friday Sept. 18 (11:59 CST) (2) Response doe Sunday Sept. 20 (11:59 CST) (3) Peer reviewed journal article - Sunday Sept. 20 (11:59 CST) (4) Answer end of chapter questions - Sunday Sept. 20 (11:59 pm CST) (5) Assignment - Sunday Sept. 20 (11:59 pm CST)
9/28	Overview of Reform to Budgeting Approaches	(1) Read JM: Ch. 6 (2) Read peer-reviewed journal article 5 (3) Watch YouTube Video (4) Read Riley & Colby Ch. 9	(1) Peer-reviewed journal article 5 critique - Sunday Sept. 27 (11:59pm CST) (2) Summary and critique of YouTube Video - Sunday 27 (11:59 pm CST) (3) Answer end-of-chapter questions (4) Discussion post - Friday Sept. 25 (11:59 pm CST) (5) Response - Sunday Sept. 27 (11:59 pm CST)

10/5	Government Revenue Sources Revenue Forecasts and Estimates	(1) Read JM: Ch. 8 (2) Riley & Colby Ch. 7 (3) Read peer reviewed journal 6 (4) Watch YouTube Video (1) Read JM Ch. 13 (2) Read peer reviewed journal article 7 (3) Watch YouTube Video	(1) Answer end-of-chapter questions - Sunday Oct. 4 (11:59 pm CST) (2) Peer-reviewed journal article 6 critique - Sunday Oct. 4 (11:59 pm CST) (4) Participate in Harmonize Discussion - Sunday Oct. 4 (11:59 pm CST) (5) Assignment: Sunday Oct. 4 (11:59 pm CST) (1) Complete end of chapter exercises - Sunday Oct. 11 (11:59 pm CST) (2) Blackboard AI conversation - Sunday Oct. 11 (11:59 pm CST) (3) Discussion & response - Sunday Oct. 11 (11:59 pm CST) (4) Assignment: revenue forecasting - Thursday Oct. 15 (11:59 pm CST) (5) Budget Final: Sunday Oct. 18 (11:59 pm CST)

University/College Policies

Please see the University Policies below.

COVID-19 Related Policies

If you have tested positive for COVID-19, please refer to the Student Handbook, Appendix A (Attendance Rule) for instructions.

Required Class Attendance

Students are expected to attend every class in person (or virtually, if the class is online) and to complete all assignments. If you cannot attend class, it is your responsibility to communicate absences with your professors. The faculty member will decide if your excuse is valid and thus may provide lecture materials of the class. According to University policy, acceptable reasons for an absence, which cannot affect a student's grade, include:

- Participation in an authorized University activity.
- Death or major illness in a student's immediate family.
- Illness of a dependent family member.
- Participation in legal proceedings or administrative procedures that require a student's presence.
- Religious holy day.
- Illness that is too severe or contagious for the student to attend class.
- Required participation in military duties.
- Mandatory admission interviews for professional or graduate school which cannot be rescheduled.

Students are responsible for providing satisfactory evidence to faculty members within seven calendar days of their absence and return to class. They must substantiate the reason for the absence. If the absence is excused, faculty members must either provide students with the opportunity to make up the exam or other work missed, or provide a satisfactory alternative to complete the exam or other work missed within 30 calendar days from the date of absence. Students who miss class due to a University-sponsored activity are responsible for identifying their absences to their instructors with as much advance notice as possible.

Classroom Behavior (applies to online or Face-to-Face Classes)

In the classroom, students are expected to listen attentively, participate respectfully, and adhere to established rules. Behavior that interferes with the class lecture may result in disciplinary action, ensuring a productive and respectful learning environment for everyone. Any disputes over academic matters should be addressed calmly and constructively, ideally during designated times such as office hours or after class. If a student does not agree with a decision, they can request a meeting with the instructor to discuss their concerns in more detail. Should further resolution be needed, the student may escalate the matter to the department head or use formal grievance procedures as outlined in the sections below. (please refer to Student Handbook Article 4 (https://www.tamiu.edu/handbook/article-04.shtml)).

TAMIU Honor Code: Plagiarism and Cheating

As a TAMIU student, you are bound by the TAMIU Honor Code to conduct yourself ethically in all your activities as a TAMIU student and to report violations of the Honor Code. Please read carefully the Student Handbook Article 7 and Article 10 available at Student Handbook (https://www.tamiu.edu/handbook/index.shtml).

We are committed to strict enforcement of the Honor Code. Violations of the Honor Code tend to involve claiming work that is not one's own, most commonly plagiarism in written assignments and any form of cheating on exams and other types of assignments.

Plagiarism is the presentation of someone else's work as your own. It occurs when you:

1. Borrow someone else's facts, ideas, or opinions and put them entirely in your own words. You must acknowledge that these thoughts are not your own by immediately citing the source in your paper. Failure to do this is plagiarism.
2. Borrow someone else's words (short phrases, clauses, or sentences), you must enclose the copied words in quotation marks as well as citing the source. Failure to do this is plagiarism.
3. Present someone else's paper or exam (stolen, borrowed, or bought) as your own. You have committed a clearly intentional form of intellectual theft and have put your academic future in jeopardy. This is the worst form of plagiarism.

Here is another explanation from the 2020, seventh edition of the Manual of The American Psychological Association (APA):

"Plagiarism is the act of presenting the words, idea, or images of another as your own; it denies authors or creators of content the credit they are due. Whether deliberate or unintentional, plagiarism violates ethical standards in scholarship" (p. 254). This same principle applies to the illicit use of AI.

Plagiarism: Researchers do not claim the words and ideas of another as their own; they give credit where credit is due. Quotations marks should be used to indicate the exact words of another. Each time you paraphrase another author (i.e., summarize a passage or rearrange the order of a sentence and change some of the words), you need to credit the source in the text. The key element of this principle is that authors do not present the work of another as if it were their own words. This can extend to ideas as well as written words. If authors model a study after one done by someone else, the originating author should be given credit. If the rationale for a study was suggested in the discussion section of someone else's article, the person should be given credit. Given the free exchange of ideas, which is very important for the health of intellectual discourse, authors may not know where an idea for a study originated. If authors do know, however, they should acknowledge the source; this includes personal communications (p. 11). For guidance on proper documentation, consult the Academic Success Center or a recommended guide to documentation and research such as the Manual of the APA or the MLA Handbook for Writers of Research Papers. If you still have doubts concerning proper documentation, seek advice from your instructor prior to submitting a final draft.

TAMIU has penalties for plagiarism and cheating.

- **Penalties for Plagiarism**: Should a faculty member discover that a student has committed plagiarism, the student should receive a grade of 'F' in that course and the matter will be referred to the Honor Council for possible disciplinary action. The faculty member, however, may elect to give freshmen and sophomore students a "zero" for the assignment and to allow them to revise the assignment up to a grade of "F" (50%) if they believe that the student plagiarized out of ignorance or carelessness and not out of an attempt to deceive in order to earn an unmerited grade; the instructor must still report the offense to the Honor Council. This option should not be available to juniors, seniors, or graduate students, who cannot reasonably claim ignorance of documentation rules as an excuse. For repeat offenders in undergraduate courses or for an offender in any graduate course, the penalty for plagiarism is likely to include suspension or expulsion from the university.
    - *Caution*: Be very careful what you upload to Turnitin or send to your professor for evaluation. Whatever you upload for evaluation will be considered your final, approved draft. If it is plagiarized, you will be held responsible. The excuse that "it was only a draft" will not be accepted.
    - *Caution*: Also, do not share your electronic files with others. If you do, you are responsible for the possible consequences. If another student takes your file of a paper and changes the name to his or her name and submits it and you also submit the paper, we will hold both of you responsible for plagiarism. It is impossible for us to know with certainty who wrote the paper and who stole it. And, of course, we cannot know if there was collusion between you and the other student in the matter.
- **Penalties for Cheating**: Should a faculty member discover a student cheating on an exam or quiz or other class project, the student should receive a "zero" for the assignment and not be allowed to make the assignment up. The incident should be reported to the chair of the department and to the Honor Council. If the cheating is extensive, however, or if the assignment constitutes a major grade for the course (e.g., a final exam), or if the student has cheated in the past, the student should receive an "F" in the course, and the matter should be referred to the Honor Council. Additional penalties, including suspension or expulsion from the university may be imposed. Under no circumstances should a student who deserves an "F" in the course be allowed to withdraw from the course with a "W."
    - *Caution*: Chat groups that start off as "study groups" can easily devolve into "cheating groups." Be very careful not to join or remain any chat group if it begins to discuss specific information about exams or assignments that are meant to require individual work. If you are a member of such a group and it begins to cheat, you will be held responsible along with all the other members of the group. The TAMIU Honor Code requires that you report any such instances of cheating.
- **Student Right of Appeal**: Faculty will notify students immediately via the student's TAMIU e- mail account that they have submitted plagiarized work. Students have the right to appeal a faculty member's charge of academic dishonesty by notifying the TAMIU Honor Council of their intent

to appeal as long as the notification of appeal comes within 10 business days of the faculty member's e-mail message to the student and/or the Office of Student Conduct and Community Engagement. The Student Handbook provides more details.

Use of Work in Two or More Courses

You may not submit work completed in one course for a grade in a second course unless you receive explicit permission to do so by the instructor of the second course. In general, you should get credit for a work product only once.

AI Policies

Your instructor will provide you with their personal policy on the use of AI in the classroom setting and associated coursework.

TAMIU E-Mail and SafeZone

Personal Announcements sent to students through TAMIU E-mail (tamiu.edu or dusty email) are the official means of communicating course and university business with students and faculty –not the U.S. Mail and no other e-mail addresses. Students and faculty must check their TAMIU e-mail accounts regularly, if not daily. Not having seen an important TAMIU e-mail or message from a faculty member, chair, or dean is not accepted as an excuse for failure to take important action.

Students, faculty, and staff are encouraged to download the SafeZone app, which is a free mobile app for all University faculty, staff, and students. SafeZone allows you to: report safety concerns (24/7), get connected with mental health professionals, activate location sharing with authorities, and anonymously report incidents. Go to SafeZone (https://www.tamiu.edu/adminis/police/safezone/index.shtml) for more information.

Copyright Restrictions

The Copyright Act of 1976 grants to copyright owners the exclusive right to reproduce their works and distribute copies of their work. Works that receive copyright protection include published works such as a textbook. Copying a textbook without permission from the owner of the copyright may constitute copyright infringement. Civil and criminal penalties may be assessed for copyright infringement. Civil penalties include damages up to $100,000; criminal penalties include a fine up to $250,000 and imprisonment. Copyright laws do not allow students and professors to make photocopies of copyrighted materials, but you may copy a limited portion of a work, such as article from a journal or a chapter from a book for your own personal academic use or, in the case of a professor, for personal, limited classroom use. In general, the extent of your copying should not suggest that the purpose or the effect of your copying is to avoid paying for the materials. And, of course, you may not sell these copies for a profit. Thus, students who copy textbooks to avoid buying them or professors who provide photocopies of textbooks to enable students to save money are violating the law.

Students with Disabilities

Texas A&M International University seeks to provide reasonable accommodations for all qualified persons with disabilities. This University will adhere to all applicable federal, state, and local laws, regulations and guidelines with respect to providing reasonable accommodations as required to afford equal education opportunity. It is the student's responsibility to register with the Office of Disability Services for Students located in Student Center 124. This office will contact the faculty member to recommend specific, reasonable accommodations. Faculty are prohibited from making accommodations based solely on communications from students. They may make accommodations only when provided documentation by the Office of Disability Services for Students.

For accommodations or assistance with disabilities, contact the Disability Coordinator, Karla Pedraza, at karla.pedraza@tamiu.edu, call 956.326.2763, or visit Student Center 124.

Student Attendance and Leave of Absence (LOA) Policy

As part of our efforts to assist and encourage all students towards graduation, TAMIU provides
LOA's for students, including pregnant/parenting students, in accordance with the Attendance Rule (Section 3.07) and the Student LOA Rule (Section 3.08), which includes the "Leave of Absence Request" form. Both rules can be found in the TAMIU Student Handbook (URL: Student Handbook (https://www.tamiu.edu/handbook/index.shtml)).

Pregnant and Parenting Students

Under Title IX of the Education Amendments of 1972, harassment based on sex, including harassment because of pregnancy or related conditions, is prohibited. A pregnant/parenting student must be granted an absence for as long as the student's physician deems the absence medically necessary. It is a violation of Title IX to ask for documentation relative to the pregnant/parenting student's status beyond what would be required for other medical conditions. Students who experience or observe alleged or suspected discrimination due to their pregnant/parenting status, should report to the TAMIU Title IX Coordinator (Lorissa M. Cortez, 5201 University Boulevard, KLM 159B, Laredo, TX 78041, TitleIX@tamiu.edu, 956.326.2857) and/or the Office of Civil Rights (Dallas Office, U.S. Department of Education, 1999 Bryan Street, Suite 1620, Dallas, TX 75201-6810, 214.661.9600). You can also report it on TAMIU's anonymous electronic reporting site, *Report It*, at https://www.tamiu.edu/reportit (https://www.tamiu.edu/reportit/index.shtml).

TAMIU advises a pregnant/parenting student to notify their professor once the student is aware that accommodations for such will be necessary. It is recommended that the student and professor develop a reasonable plan for the student's completion of missed coursework or assignments.

The Office of Compliance (Lorissa M. Cortez, lorissam.cortez@tamiu.edu) can assist the student and professor in working out the reasonable accommodation. For other questions or concerns regarding Title IX compliance related to pregnant/parenting students, contact the Title IX Coordinator. In the event that a student needs a leave of absence for a substantial period of time, TAMIU urges the student to consider a Leave of Absence (LOA) as outlined in the TAMIU *Student Handbook*.#As part of our efforts to assist and encourage all students towards graduation, TAMIU provides LOAs for students, including pregnant/parenting students, in accordance with the Attendance Rule and the Student LOA Rule.#Both rules can be found in the TAMIU *Student Handbook*.

For parenting-related rights, accommodations, and resources, contact the Parenting Liaison, Mayra Hernandez, at mghernandez@tamiu.edu, call 956.326.2265, or visit Student Center 226.

For pregnancy-related rights, accommodations, and resources, contact the TIX Coordinator, Lorissa Cortez, at lorissaM.cortez@tamiu.edu, call 956.326.2857, or visit Killam Library 159.

Anti-Discrimination/Title IX

TAMIU does not discriminate or permit harassment against any individual on the basis of race, color, sex, religion, national origin, age, disability, genetic information, veteran status, educational programs, or employment. If you would like to file a complaint relative to Title IX or any civil rights violation, please contact the TAMIU Director of Equal Opportunity and Diversity/Title IX Coordinator, Lorissa M. Cortez, 5201 University Boulevard, Killam Library 159B, Laredo, TX 78041, TitleIX@tamiu.edu, 956.326.2857, via the anonymous electronic reporting website, ReportIt (https://www.tamiu.edu/reportit) and/or the Office of Civil Rights (Dallas Office), U.S. Department of Education, 1999 Bryan Street, Suite 1620, Dallas, TX 75201-6810, 214.661.9600.

Incompletes

Students who are unable to complete a course should withdraw from the course before the final date for withdrawal and receive a "W." To qualify for an "incomplete" and thus have the opportunity to complete the course at a later date, a student must meet the following criteria:

1. The student must have completed 90% of the course work assigned before the final date for withdrawing from a course with a "W", and the student must be passing the course;
2. The student cannot complete the course because an accident, an illness, or a traumatic personal or family event occurred after the final date for withdrawal from a course;
3. The student must sign an "Incomplete Grade Contract" and secure signatures of approval from the professor and the college dean.
4. The student must agree to complete the missing course work before the end of the next long semester; failure to meet this deadline will cause the "I" to automatically be converted to an "F"; extensions to this deadline may be granted by the dean of the college. This is the general policy regarding the circumstances under which an "incomplete" may be granted, but under exceptional circumstances, a student may receive an incomplete who does not meet all of the criteria above if the faculty member, department chair, and dean recommend it.

WIN Contracts

The Department of Biology and Chemistry does not permit WIN contracts. For other departments within the college, WIN Contracts are offered only under exceptional circumstances and are limited to graduating seniors. Only courses offered by full-time TAMIU faculty or TAMIU instructors are eligible to be contracted for the WIN requirement. However, a WIN contract for a course taught by an adjunct may be approved, with special permission from the department chair and dean. Students must seek approval before beginning any work for the WIN Contract. No student will contract more than one course per semester. Summer WIN Contracts must continue through both summer sessions.

Student Responsibility for Dropping a Course

It is the responsibility of the student to drop the course before the final date for withdrawal from a course. Faculty members, in fact, may not drop a student from a course without getting the approval of their department chair and dean.

Independent Study Course

Independent Study (IS) courses are offered only under exceptional circumstances. Required courses intended to build academic skills may not be taken as IS (e.g., clinical supervision and internships). No student will take more than one IS course per semester. Moreover, IS courses are limited to seniors and graduate students. Summer IS course must continue through both summer sessions.

Grade Changes & Appeals

Faculty are authorized to change final grades only when they have committed a computational error or an error in recording a grade, and they must receive the approval of their department chairs and the dean to change the grade. As part of that approval, they must attach a detailed explanation of the reason for the mistake. Only in rare cases would another reason be entertained as legitimate for a grade change. A student who is unhappy with his or her grade on an assignment must discuss the situation with the faculty member teaching the course. If students believe that they have been graded unfairly, they have the right to appeal the grade using a grade appeal process in the Student Handbook and in the Faculty Handbook.

Final Examination

All courses in all colleges must include a comprehensive exam or performance and be given on the date and time specified by the Academic Calendar and the Final Exam schedule published by the Registrar's Office. In the College of Arts & Sciences all final exams must contain a written component. The written component should comprise at least 20% of the final exam grade. Exceptions to this policy must receive the approval of the department chair and the dean at the beginning of the semester.

Mental Health and Well-Being

The university aims to provide students with essential knowledge and tools to understand and support mental health. As part of our commitment to your well-being, we offer access to Telus Health, a service available 24/7/365 via chat, phone, or webinar. Scan the QR code to download the app and explore the resources available to you for guidance and support whenever you need it. The Telus app is available to download directly from TELUS (tamiu.edu) (https://www.tamiu.edu/counseling/telus/) or from the Apple App Store and Google Play.

Distance Education Courses

This is an online course, and all course materials (textbook, reading, discussions, assignments, exams, and meetings) will be available online. The MPA program emphasizes the need for faculty and students to interact regularly online. For this class, student-faculty interaction will be done weekly via Microsoft Teams, and students are required to attend and participate. The emphasis is on the responsible, ethical, and legal use of all digital tools (e.g., OpenAI's ChatGPT and CoPilot) in accordance with the A&M System's AI implementation framework.

Participation includes asking and answering questions, as well as commenting on other students' contributions under the instructor's guidance. All students will have a chance to contribute by providing feedback on the reading and highlighting areas they may be having difficulty understanding. The instructor will allow students to volunteer in an orderly fashion, but care will be taken to ensure that everyone has a chance to contribute without relying on only a few enthusiastic individuals. The instructor will announce meeting days and times via Blackboard messages, and students must read these messages daily to avoid missing important information and announcements. Students must log in 15 minutes before the test and test their computer equipment to ensure it is working properly. Students are not required to show their videos so long as they can hear meeting proceedings and be heard. Students who fail to attend these weekly online meetings will be penalized by 10 10-point deduction for every absence. In case of emergencies, students must notify the instructor as soon as possible so that alternative arrangements can be made. Students who fail to attend a meeting must listen to the recording of the discussions and provide reactions and comments within a day after the meeting is held.

Online Courses and On-Campus Meetings

Texas Administrative Code (TAC), Title 19, Part 1, Chapter 2, Subchapter J, Section 2.202 (https://texreg.sos.state.tx.us/public/readtac$ext.TacPage?sl=R&app=9&p_dir=&p_rloc=&p_tloc=&p_ploc=&pg=1&p_tac=&ti=19&pt=1&ch=2&rl=202), defines distance education as the formal educational process that occurs when students and instructors are not in the same physical setting for the majority (more than 50%) of instruction. Distance education includes hybrid and 100% online courses and programs as defined by the Texas Higher Education Coordinating Board (THECB):

- **Hybrid Course** - A distance education course in which more than 50 percent but less than 100 percent of instructional activity takes place when the student(s) and instructor(s) are in separate physical locations.
- **100-Percent Online Course** - A distance education course in which 100 percent of instructional activity takes place when the student(s) and instructor(s) are in separate physical locations. **Requirements for on-campus or in-person orientation, testing, academic support services, internships/fieldwork, or other non-instructional activities do not exclude a course from this category.**

In this online course, the instructor will be available in the office during office hours as scheduled. Students are free to walk in during office hours, or they may make appointments to visit with the instructor face-to-face outside of office hours. The instructor will also conduct office hours via Blackboard Collaborate, and students should feel free to log in and meet with the instructor virtually if they so wish. Students should also feel free to call the instructor to the office during office hours. If they miss the instructor, they should feel free to leave a clear message, a call-back phone number, and the time to call back. The instructor will return calls and email messages within 24 hours during the week and 36 hours at the weekend.

Course Structure

Online courses work well when students remain firmly engaged. Engagement means doing the assigned reading entirely and on time, attending virtual class meetings and participating, and submitting quality assignments and discussions. The course is structured on a weekly basis, and students must plan to complete weekly discussions, responses, and assignments within the deadline. These submissions must be of high quality, integrating ideas from the reading, proofreading, and avoiding AI-generated material without acknowledgement. Late submissions will not be accepted except prior arrangements have been made due to unforeseen circumstances. The instructor will reject low-quality and any plagiarized submissions and follow the university procedures for addressing such lapses. If students need help with paraphrasing and citing, they must contact the instructor for help or seek help from the University Writing Center ahead of the submission deadline.

Student-Instructor Communication Policy and Response Time

There are course expectations concerning etiquette or how we should treat each other online. We must consider these values as we communicate with one another. Visit Instructional Technology and Distance Education Services' web page on Netiquette (http://www.tamiu.edu/distance/students/netiquette.shtml/) for further instruction.

Announcements/Course Messages/Emails
Assignments and Assessments
Assignments serve as tools for assessing the degree of comprehension of coursework. Note that the assignments are of reasonable volume and doable within the weekly time frame allotted. Emphasis will be placed on the writing quality and depth of analysis. The instructor will provide concise feedback on the quality of the submissions, and students should feel free to contact the instructor for more detailed feedback either orally or in writing if they wish. All assessment rubrics are provided in terms of prompts to guide students to prepare and submit high-quality answers. Assignments must include accurate facts and figures drawn from either the reading or reputable sources. Note that the textbook is the main resource, and students are not required to consult outside sources unless that is absolutely necessary or unless recommended by the instructor. In many instances, the instructor will provide writing samples to serve as templates. Equal treatment will be accorded to all students, and grades are intended to reflect the quality of the submission. Students who are lagging behind in the coursework must contact the instructor as soon as possible to discuss options available to them.

Course Communication Guidelines (Netiquette)

There are course expectations concerning etiquette or how we should treat each other online. We must consider these values as we communicate with one another. Visit **Instructional Technology and Distance Education Services' web page on Netiquette (http://www.tamiu.edu/distance/students/netiquette.shtml)** for further instruction.

Accommodations/Accessibility Policy

Texas A&M International University seeks to provide reasonable accommodation for all qualified persons with disabilities. This University will adhere to all applicable federal, state, and local laws, regulations, and guidelines with respect to providing reasonable accommodations as required to afford equal educational opportunity. It is the student's responsibility to register with the Director of Student Counseling and to contact the faculty member in a timely fashion to arrange for suitable accommodation. For more information, contact the online at **Office of Disability Services for Students (DSS)**, via phone at 956.326.3086 or by visiting the staff at the Student Center, room 118. A link to the Disabilities Services for Students site has also been included under the "Resources" tab inside the course.

Student Support Resources

The University wishes to have all students succeed in their courses. To provide support to our students, an array of services in the areas of technology support, academic support, student support, and accessibility support may be found at the University. For more information, visit the Instructional Technology and Distance Education Services page on **University Resources and Support Services**.

Computer/Technology Requirements

When participating in distance education courses, it is vital to consider the technology involved in order to have a successful course. Online students will need regular access to a personal computer that runs on a broadband Internet connection.

It is recommended that you meet the technical requirements listed on the Instructional Technology and Distance Education Services' webpage (https://www.tamiu.edu/distance/students/technology-requirements.shtml) when using the learning management system (LMS) of the University.

NOTE: Instructional Technology and Distance Education Services may check out available webcams to students on a first-come, first-served basis. To check out a webcam, please stop by Killam Library, Room 259, and request an available webcam.

Note: Students, if you do not own the required hardware or software or do not have access to the Internet, it will be highly challenging for you to make any progress in this class. However, my goal is to assist you in finding solutions and guide you appropriately. Most of the required materials can either be found free of charge at TAMIU's library, classrooms, and available computer labs. **Visit Media Services' web page on the availability of on-campus computer labs.** In addition, you may also purchase any of these items at any electronic store.

Learning Management System (Blackboard)

Students are provided with an orientation (*eLearning (Blackboard) Student Orientation*) and access to guides on how to use the Blackboard LMS. Guides may be available at **Instructional Technology and Distance Education Services' Student eLearning Tutorial Videos page** or by contacting the eLearning team at **elearning@tamiu.edu**.

Minimum Technical Skills Expected

When participating in distance education courses, it is vital to consider the technology involved in order to have a successful course. Students in distance education should have knowledge of basic computer and Internet skills, as mentioned on the **Instructional Technology and Distance Education Services' webpage**.

Technical Support Services

Because of the nature of distance education courses, the Office of Information Technology (OIT) computing and information services are vital to the success of online students. This webpage covers contact information for Distance Education Services (Blackboard Support), the OIT Help Desk, and E-mail support: **Technical Support Services**.

Late Work Policy

Late submissions (submissions after the deadline) will not be accepted except that prior arrangements have been made and approved by the instructor.

Course Evaluation

At the end of this course, students are encouraged to complete a course evaluation that will be distributed to them via email and through a course link.

Grading rubrics are embedded in the syllabus uploaded to Blackboard. For this course, the general rubric is as follows:
(1) All submissions must be made by the deadline specified in Blackboard.
(2) All submissions must follow the APA style format.
(3) All writing must conform to standard grammar.
(4) All calculations must be accurate.
(5) All facts must be current and accurate.

Turnitin Policy

Assignments will be submitted via TURNITIN at Blackboard. Students must ensure that submissions have been proofread to eliminate grammatical and similar content. Submissions with a similarity percentage higher than 5 percent will be rejected. Students are advised to run their draft work by the instructor for proofreading at least two days before the submission deadline. Drafts received later than that will not be proofread. Feedback will be provided through TURNITIN, and students must read and address any questions and issues in the next submission where necessary.

Accessibility and Privacy Statements on Course Technologies

At Texas A&M International University, we believe that all students should have equal technology opportunities in the classroom. These technologies/sites may also require user data, such as the creation of a username and password. You may find the accessibility and privacy policies of the technologies used in this class on the following pages: Accessibility Statements and Privacy Statements.

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Syllabus Subject to Change

While information and assurances are provided in this course syllabus, it should be understood that content may change in keeping with new research and literature and that events beyond the control of the instructor could occur. Students will be informed of any substantive occurrences that will produce syllabus changes.