PADM 5385 - Strategic Plan Fiscal Admin: Strategic Plan Fiscal Admin (Sub I- Jan 20 to Mar 07)

Spring 2026 Syllabus, Section 680, CRN 28944

Instructor Information

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Email: jihoon.jeong@tamiu.edu
Office Hours:
T: 02:00-05:00pm
W: 10:00am-12:00pm

Times and Location

Does Not Meet Face-to-Face

Course Description

This course provides hands-on-training in the development and management of a nonprofit strategic plan and strategic action plan including goal setting, development, and analysis. It will also provide an overview of budgeting, cost accounting, estimating income and expenses, financial reporting and ethical implications of managing financial resources for nonprofit organizations as they develop and implement their strategic plans. This course provides an opportunity for service learning as students will work with a local nonprofit organization to create a strategic plan that will be presented to the organizations' executive director and board of directors. Prerequisite: Graduate standing in the Master of Public Administration program at TAMIU or graduation from a master's degree program from any accredited university.
Social Sciences Department, College of Arts & Sciences

Student Learning Outcomes

By the end of this course, students will be able to:

- CO1: Explain the role and importance of strategic planning in nonprofit organizations.
- CO2: Analyze stakeholders, governance, and leadership in nonprofit strategic decision-making.
- CO3: Evaluate nonprofit organizational capacity and effectiveness.
- CO4: Design strategic plans aligned with mission, environment, and resources.
- CO5: Analyze nonprofit revenue structures and fundraising strategies.
- CO6: Evaluate the financial health and sustainability of nonprofit organizations.
- CO7: Integrate strategic and financial planning for long-term organizational sustainability

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	Strategic Planning for Nonprofit Organizations	Michael Allison, Jude Kaye	9781118769867
Required	Financing Nonprofit Organizations	Inigo Garcia-Rodriguez, M. Elena Romero-Merino	9780429560439

Grading Criteria

GRADE	PERCENTAGE
A	91-100
B	80-90
C	70-79
D	60-69
F	Below 60

Open Boilerplate

ASSIGNMENT	VALUE
Weekly Discussion	25%
Weekly Quiz	25%
Final Project (Week 6)	30%
Final Exam (Week 7)	20%
Total	100%

Schedule of Topics and Assignments

Week of	Agenda/Topic	Reading(s)	Due
1/19	Module 1: Overview, Foundations: Planning & Finance Basics	Strategic Planning: Introduction and Chapter 1 Financing: Chapter 1	Initial Posting for Discussion (Due by Thr. Jan. 22) Respones to Classmates (Due by Sun. Jan. 25) Weekly Quiz (Due by Sun. Jan. 25) Acknowledgement of Syllabus (Due by Sun. Jan. 25) Greeting to the Classmates (Due by Sun. Jan 25)
1/26	Module 2: Stakeholders, Donors & Efficiency	Strategic Planning: Chapter 2 Financing: Chapters 2 & 3	Initial Posting for Discussion (Due by Thr. Jan. 29) Responses to Classmates (Due by Sun. Feb. 1) Weekly Quiz (Due by Sun. Feb. 1) Selection of Nonprofit for Final Project (Due by Sun. Feb.1)
2/2	Module 3: Mission, Governance & Financial Trust	Strategic Planning: Chapter 3 Financing: Chapters 4 & 5	Initial Posting for Discussion (Due by Thr. Feb. 5) Responses to Classmates (Due by Sun. Feb 8) Weekly Quiz (Duy by Sun. Feb 8) Mini Case Study (Due by Sun. Feb 8)

2/9	Module 4: Environment, Reputation & Revenue Structure	Strategic Planning: Chapter 4 Financing: Chapters 6 & 7	Initial Posting for Discussion (Due by Thr. Feb. 12) Responses to Classmates (Due by Sun. Feb. 15) Weekly Quiz (Due by Sun. Feb. 15)
2/16	Module 5: Programs, Theory of Change & Financial Sustainability	Strategic Planning: Chapter 5 Financing: Chapters 8 & 9	Initial Posting for Disucssion (Due by Thr. Feb.19) Responses to Classmates (Due by Sun. Feb. 22) Weekly Quiz (Due by Sun. Feb. 22)
2/23	Module 6: Business Model, Capacity & Financial Stability	Strategic Planning: Chapters 6 & 7 Financing: Chapters 10 & 11	Initial Posting for Discussion (Due by Sun. Mar. 1) Responses to Classmates (Due by Sun. Mar. 1) Final Project (Due by Sun. Mar. 1)
3/2	Module 7: Leadership, Strategic Execution & Innovation	Strategic Planning: Chapters 8, 9 & 10 Financing: Chapters 12 & 13	Final Exam (Sat. March 7)

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

Instructional Method

At the graduate level, this course is delivered online via Blackboard, which will enable students to complete academic work in a flexible manner, completely online. Each module for the week is open on Monday (or Sunday night). Because there is no classroom to report to every other day, it is all too easy to allow yourself to fall behind inadvertently and become discouraged. If you are planning to take this course, you must be self-motivated and self-paced. To be successful and effectively learn in an online class, you must be willing to communicate with classmates and the instructor via email and discussion forums. My expectations for your responsibilities as a student are to prepare and actively participate in class, promptly complete course assignments, take advantage of the opportunity to build your understanding and skills, and contribute to the learning experience. Writing is the most important part of this online course, as it helps you see your academic performance and check your understanding. So, your writing will be graded on analytical thoroughness, the application of class material, the integration of relevant sources, theories, and findings, and the relevance of your answers to the questions posed. In other words, rambling, disconnected opinions, and vague references to sources will not be sufficient. Multiple teaching methods will be used, including PowerPoint notes/slides, readings, and general discussion. If you have any questions or difficulties understanding the topics, please let me know. You can meet me online or in the campus office. Finally, there will be an hour-long **Class Collaborate meeting on Thursday, the 29th of January (Week 2, 7-8 pm).** The purpose of the meeting is to greet each other and clarify any concerns or questions about the course and the final project. I encourage all students to participate in the meeting. If needed, other meetings will be held during the semester. I will let the students know about the dates.

Course Requirements

Weekly Assignment

Each week, students will receive a weekly assignment. The weekly assignments could be a discussion forum or a reflection assignment about the topics and materials we are discussing that week. Under each module, I will provide the specific requirements and due dates for each assignment.

Readings: Graduate students are expected to read and engage with all assigned readings, including textbooks and additional related articles, to deepen their understanding of the material. I will upload the required additional materials on Blackboard.

Reading Quizzes: There will be a weekly quiz. The purpose of the quizzes is to ensure students are reading the textbook and to assess their knowledge of the basic concepts. Quizzes will be delivered through Blackboard. Each quiz has 10-15 questions (sometimes, more) and takes 45 minutes to finish. You can use your textbook and materials during the quiz. Late submissions will be counted as ZERO. If you have any technology issues to take the quiz, please contact OIT for assistance.

Discussion Forms (DF): Students are also required to engage in discussion forums with fellow students and the instructor through discussion forums. Students are required to post their initial response to the discussion question and at least two (2) responses to classmates. Students who fail to meet the basic requirements (one initial post **[Thursday]** and two (2) response posts by the required due dates **[Sunday]**) will automatically start **with the highest score of 6 out of 10 for that DF**. **The initial postings and responses to the classmates should be constructive, detail-oriented, and comprehensive.** It cannot be merely a description of the posting or a simple agreement or disagreement with the classmate's posting. Please type your responses in the provided text box or compose them in a word processing program, then copy and paste. Do not submit it as an attachment. The Discussion Forum is meant to simulate class discussion, so do not wait until the last minute to post responses; your classmates will not have time to respond.

Final Project

This final project is to apply the strategic planning and nonprofit financial management concepts learned throughout this course to a real nonprofit organization. You will conduct a strategic and financial assessment of a nonprofit organization and develop evidence-based, practical recommendations to strengthen its long-term sustainability. This project is cumulative and integrates concepts across all modules, including mission and programs, theory of change, revenue structure, business model, organizational capacity, liquidity management, and capital structure. Some

sections of this project are based on content covered later in the course. You are not expected to complete all sections at the beginning, and each section should be completed after its corresponding module. The final project is due in Week 6, and all the details will be available in Week 2.

Final Exam

The final exam will be taken in week 7, and students will have 24 hours to complete and submit it. Once they start, students will finish the exam in 2 hours and 30 minutes on Blackboard. Multiple types of essay questions will be provided, and students will have to choose and answer them via Blackboard. The purpose of the final exam is to demonstrate a comprehensive understanding of strategic planning and financial management. Logical and systematic writing is required in APA style. Details will be announced again on Blackboard. The policy for academic honesty and punctual submission is strictly implemented.

Academic Honesty

Plagiarism and cheating are NOT acceptable in this course. Please check the university's policy, which is attached at the end of this syllabus. Read it carefully. If any suspicious behavior occurs, the professor will use the university's policy to make a fair judgment. You are responsible for the consequences. In this class, there are several writing assignments. In the writing assignments, please use APA style for the citations to avoid Plagiarism. Please use the APA's seventh edition of the manual as guidance. TAMIU's writing center has great resources for the APA style. Per school policy, the instructor has the discretion to require students to use AI tools, and this course does not fully allow students to use an AI generator (e.g., ChatGPT). Students are highly recommended to write original work and can use AIs to advance their own work. The instructor would ask for the original work if needed, and if the instructor thinks some work will not be done by the students at all, they should meet with the instructor to discuss it. Some situations could be reported directly to the school council based on the school's rule of academic honesty.

Student-Instructor Communication Policy and Response Time

Course Messages/Emails: All official communication between you and the professor will preferably take place via **the Blackboard message function for record-keeping purposes.** This is the best way to contact me. Using TAMIU Dustymail is NOT encouraged to communicate in this class. During workdays (Monday-Friday, 8:00 am to 5:00 pm), I usually reply to your email within 24 hours. At other times, including weekends and holidays, I will reply to your message within 48 hours. If I didn't respond to you within the time range above, please send me another email as a reminder.

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 Office of Disability Services for Students (DSS) (http://www.tamiu.edu/disability/index.shtml) online, 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 (http://www.tamiu.edu/distance/students/university-resources-and-services.shtml).

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 when using the university's learning management system (LMS).

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 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. (https://www.tamiu.edu/distance/mediaservices/index.shtml) In addition, you may also purchase any of these items at any electronic store.

Learning Management System (Blackboard)

This class utilizes Blackboard to facilitate instruction. The course shell contains the slides for the lectures, additional class materials, online quizzes and exams, online discussions, and other assignments. *In this semester, please check your Blackboard daily for announcements, messages from your professor, and other updates. Additional Software. You will need the following additional software: Microsoft PowerPoint for viewing lesson presentations and Microsoft Word for viewing course files and submitting assignments. TAMIU Students may access online versions of this software through their Dusty Office 365 account at https://dusty.tamiu.edu/. This site also provides students with access to download the Microsoft suite for educational use. See instructions for downloading the Microsoft Office suite. 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. Please try to take advantage of school services, such as TAMIU's library, computer labs, and testing center. In addition, you may also purchase any of these items at any electronic store.

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 (http://www.tamiu.edu/distance/students/knowledge-and-skills.shtml).

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 (http://www.tamiu.edu/distance/technical-support-services.shtml).

Late Work Policy

As a seven-week online course, late submission will only be accepted in the case of a documented medical emergency or other extenuating circumstances, as per University Policies. Students are responsible for providing the appropriate evidence if asked for a late submission. In particular, the late submission for the final project will not be accepted due to the school's tight grading and reporting schedule. The university policy is attached at the end of this syllabus. You should contact me at your earliest convenience for missing the deadline. If you are unable to contact me yourself, please have a friend/family member/classmate email me on your behalf. **20% will be deducted for each 24-hour period, and after 5 days (100% deduction), the late submission will not be accepted. There will be no exceptions to these rules.**

Course Evaluation

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

Syllabus Subject to Change

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