EDHE 6900: Independent Study
Special Topic: Finance and Budgeting in Higher Education
Fall 2021
University of North Texas
Department of Counseling & Higher Education

Instructor Contact Information:
Uyen Tran-Parsons, Ph.D.
940-565-4873
Uyen.Tran@unt.edu
Office Location: Matthews Hall 214
Office Hours: W/Th 12 - 3 pm and by appointment

Graduate Assistant: Mallory Moore
Mallory.Moore@unt.edu
Office Location: Matthews Hall 214

Course Objectives
This course is designed as part of a sequence of classes intended to prepare you for work in higher education as an administrative scholar-practitioner. To that end, this course has two complementary objectives.

First, this class will familiarize you with a wide range of social scientific perspectives on financial decision-making. Every scholar-practitioner requires these academic competencies because virtually every office oversees a budget and, at times, is required to demonstrate its financial viability to various assessors. I will give special attention to the ways in which these topics touch upon other core issues in higher education – such as organization, stratification, and student choices and opportunities – in an effort to integrate this course’s content with the other classes you will take while at UNT.

Second, this course will help you to develop the range of skills that characterize advanced scholar-practitioners in higher education. Scholar-practitioners must be able to read and comprehend a variety of sources, including books, policy reports, and peer-reviewed journal articles. Accordingly, students should be able to apply academic insights to practical problems. Additional skills include the ability to write clear scholarly prose, and to present academic content orally. Course assignments will be graded accordingly. If you do not possess a copy of a “style guide” to writing, I highly recommend purchasing and familiarizing yourself with one. Any of a number of guides can help you to improve your writing. Please note that writing guides are
not a substitute for the Publication Manual of the American Psychological Association ("APA manual"), which is the official referencing guide of this department.

**Required Textbooks**
*Referred to in the syllabus as B&M*

In addition to this text, we will read from a variety of book chapters, peer-reviewed journal articles, and policy reports this semester. Some of these documents will be made available to you through an electronic course reserve. This reserve is offered as a convenient way to access materials available through the UNT library, and its contents are intended only for educational “fair use” within copyright provisions (i.e., you are not to distribute these documents to others).

**Course Reserve Password:** 6900F21

Peer-reviewed journal articles are available through the UNT library. They are not part of the electronic reserve because you can find them easily using the citation information found in this syllabus.

Finally, policy reports are available free to the public as PDF files. A simple Google search using information in the citation should take you to the item.

**Assignments**
There is an assignment for each of the four units in this course. Each assignment is worth 25 points.

**Grades and Evaluation**
A course grade of “A” (90-100) indicates exemplary work. A “B” (80-89) denotes work that meets expectations of a graduate student. A “C” (70-79) is assigned to work that does not meet expectations of graduate student performance. Grades of “D” (65-69) and “F” (<65) are assigned when work is unacceptable.

**IMPORTANT COURSE POLICIES**

**Course Communication**
Important class changes will be posted in the “Announcements” section of Canvas. Unless you modify the settings, a copy of the announcement will automatically be emailed to your myUNT email address. To contact the professor, please email or call using the contact information provided at the top of the syllabus. Inquiries will receive a response within 24 hours.

**Class Materials for Remote Learning**
Students will need access to a consistent internet connection, webcam, and microphone to participate in fully remote portions of the class. Additional required classroom materials for remote learning include: a computer or laptop, Microsoft Word, Google Drive, and Google Docs.
Information on how to be successful in a remote learning environment can be found at https://online.unt.edu/learn.

Class Recordings
Synchronous (live) sessions in this course will be recorded for students enrolled in this class section to refer to throughout the semester. Class recordings are the intellectual property of the university or instructor and are reserved for use only by students in this class and only for educational purposes. Students may not post or otherwise share the recordings outside the class, or outside the Canvas Learning Management System, in any form. Failing to follow this restriction is a violation of the UNT Code of Student Conduct and could lead to disciplinary action.

Emergency Technology Plan
In order to complete this online course, students will have to depend on access to technology (especially a reliable internet connection). I understand that due to extenuating circumstances, there may be times where internet connection or access to technology may become challenges (examples: bad weather results in a power outage; financial challenges result in loss of internet access). Create an emergency technology plan for when extenuating circumstances arise. Please consider saving your work in multiple locations (such as your personal computer and Google Drive) and identifying a location near your home that has reliable public WiFi.

Grading Policy
Feedback and grades on assignments will typically be provided 7-14 days after the due date. An announcement will be posted to Canvas if turnaround time will be longer. Grades will be posted through the Canvas “Grades” section.

Incomplete
Students who wish to receive a grade of “incomplete” for the course must work with the instructor to submit the appropriate paperwork to the Registrar’s Office when 75% of the semester is over. Students must be passing the class in order to receive an incomplete. Any incomplete that is not resolved within one year will automatically be changed to a “F”.

Late Assignments
Please see the course schedule for the name and due date for each assignment. An automatic grade of zero will be submitted for all missing assignments on December 7 at 8 am.
**Course Schedule**

*Students are encouraged to work ahead whenever possible throughout the semester.*

<table>
<thead>
<tr>
<th>Week #</th>
<th>Start Date</th>
<th>Topic</th>
<th>Assignment Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 1</td>
<td>August 23</td>
<td>Review “Start Here” section in Canvas</td>
<td></td>
</tr>
<tr>
<td>Week 2</td>
<td>August 30</td>
<td>Module 1.1: The sources and uses of higher education revenues</td>
<td></td>
</tr>
<tr>
<td>Week 3</td>
<td>September 6</td>
<td>Module 1.2: Higher education costs</td>
<td>Higher Ed Costs Quiz due on 9/13 at 10 am</td>
</tr>
<tr>
<td>Week 4</td>
<td>September 13</td>
<td>Module 1.3: Changes over time in the context of US higher education</td>
<td></td>
</tr>
<tr>
<td>Week 5</td>
<td>September 20</td>
<td>Module 1.4: Relationship of revenues to expenditures</td>
<td>Assignment 1 due on 9/27 at 10 am</td>
</tr>
<tr>
<td><strong>Module 1: Institutional Revenues &amp; Expenditures</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Week 6</td>
<td>September 27</td>
<td>Module 2.1: Rational management and budgeting</td>
<td>Rationality Quiz due 10/4 at 10 am</td>
</tr>
<tr>
<td>Week 7</td>
<td>October 4</td>
<td>Module 2.2: Mission and budgeting</td>
<td>Mission and Budgeting Quiz due 10/11 at 10 am</td>
</tr>
<tr>
<td>Week 8</td>
<td>October 11</td>
<td>Module 2.3: Prestige and budgeting</td>
<td></td>
</tr>
<tr>
<td>Week 9</td>
<td>October 18</td>
<td>Module 2.4: Saving, revenue generation, and budgeting</td>
<td>Assignment 2 due on 10/25 @ 10 am</td>
</tr>
<tr>
<td><strong>Module 2: Understanding and Managing Your Unit Budget</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Week 10</td>
<td>October 25</td>
<td>Module 3.1: Variation in household wealth: who has how much of what?</td>
<td></td>
</tr>
<tr>
<td>Week 11</td>
<td>November 1</td>
<td>Module 3.2: College prices: How much do students have to pay?</td>
<td></td>
</tr>
<tr>
<td>Week 12</td>
<td>November 8</td>
<td>Module 3.3: Student financial aid: State and federal assistance</td>
<td></td>
</tr>
<tr>
<td>Week 13</td>
<td>November 15</td>
<td>Module 3.4: Student financial aid: Institutional contributions</td>
<td>Assignment 3 due 11/22 @ 10 am</td>
</tr>
<tr>
<td>Module 4: The “Big Picture”</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-----------------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Week 14</strong>&lt;br&gt;November 22</td>
<td><strong>Can budgetary innovations solve systemic financial problems?</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Week 15</strong>&lt;br&gt;November 29</td>
<td><strong>Assignment 4 due 12/6 @ 10 am</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Week 16</strong>&lt;br&gt;December 6</td>
<td><strong>Finals Week</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
IMPORTANT UNIVERSITY POLICIES TO KNOW

Succeed at UNT:
Show Up - Find Support - Take Control - Be Prepared - Get Involved - Be Persistent

Academic Integrity and Academic Dishonesty
Academic Integrity is defined in the UNT Policy on Student Standards for Academic Integrity. Academic Dishonesty includes cheating, plagiarism, forgery, fabrication, facilitating academic dishonesty, and sabotage. Any suspected case of Academic Dishonesty will be handled in accordance with University policy and procedures. Possible academic penalties range from a verbal or written admonition to a grade of “F” in the course. Further sanctions may apply to incidents involving major violations. The policy and procedures are available at: https://policy.unt.edu/policy/06-003.

Acceptable Student Behavior
Student behavior that interferes with an instructor’s ability to conduct a class or other students' opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be directed to leave the classroom and the instructor may refer the student to the Dean of Students to consider whether the student's conduct violated the Code of Student Conduct. The university's expectations for student conduct apply to all instructional forums, including university and electronic classroom, labs, discussion groups, field trips, etc. The Code of Student Conduct can be found at www.deanofstudents.unt.edu

Disability Access
The University of North Texas makes reasonable academic accommodations for students with disabilities. Students seeking accommodation must first register with the Office of Disability Access (ODA) to verify their eligibility. If a disability is verified, the ODA will provide you with an accommodation letter to be delivered to faculty to begin a private discussion regarding your specific needs in a course. You may request accommodations at any time, however, ODA notices of accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of accommodation for every semester and must meet with each faculty member prior to implementation in each class. Students are strongly encouraged to deliver letters of accommodation during faculty office hours or by appointment. Faculty members have the authority to ask students to discuss such letters during their designated office hours to protect the privacy of the student. For additional information see the Office of Disability Access website at http://www.unt.edu/oda. You may also contact them by phone at 940.565.4323.

EagleConnect
All UNT students should activate and regularly check their EagleConnect (e-mail) account. EagleConnect is used for official communication from the University to students. Many important announcements for the University and College are sent to students via EagleConnect. For information about EagleConnect, including how to activate an account and how to have
EagleConnect forwarded to another e-mail address, visit https://eagleconnect.unt.edu. This is the main electronic contact for all course-related information and/or material.

Emergency Notifications and Procedures
UNT uses a system called Eagle Alert to quickly notify students with critical information in the event of an emergency (i.e., severe weather, campus closing, and health and public safety emergencies like chemical spills, fires, or violence). In the event of a university closure, please refer to Canvas for contingency plans for covering course materials.

Observation of Religious Holy Days
If you plan to observe a religious holy day that coincides with a class day, please notify your instructor as soon as possible.

Retention of Student Records
Student records pertaining to this course are maintained in a secure location by the instructor of record. All records such as exams, answer sheets (with keys), and written papers submitted during the duration of the course are kept for at least one calendar year after course completion. Course work completed via the Blackboard online system, including grading information and comments, is also stored in a safe electronic environment for one year. Students have the right to view their individual record; however, information about students’ records will not be divulged to other individuals without proper written consent. Students are encouraged to review the Public Information Policy and the Family Educational Rights and Privacy Act (FERPA) laws and the University’s policy.

Sexual Discrimination, Harassment, & Assault
UNT is committed to providing an environment free of all forms of discrimination and sexual harassment, including sexual assault, domestic violence, dating violence, and stalking. If you (or someone you know) has experienced or experiences any of these acts of aggression, please know that you are not alone. The federal Title IX law makes it clear that violence and harassment based on sex and gender are Civil Rights offenses. UNT has staff members trained to support you in navigating campus life, accessing health and counseling services, providing academic and housing accommodations, helping with legal protective orders, and more.

UNT’s Dean of Students’ website offers a range of on-campus and off-campus resources to help support survivors, depending on their unique needs: http://deanofstudents.unt.edu/resources_0. Esther Oppong is UNT’s Student Advocate and she can be reached through e-mail at SurvivorAdvocate@unt.edu or by calling the Dean of Students’ office at 940-565-2648. You are not alone. We are here to help.

Student Perceptions of Teaching (SPOT)
Student feedback is important and an essential part of participation in this course. The student evaluation of instruction is a requirement for all organized classes at UNT. Students will receive an email from “UNT SPOT Course Evaluations via IASystem Notification” (no-reply@iasystem.org) with the survey link. Students should look for the email in their UNT
email inbox. Simply click on the link and complete the survey. Once students complete the survey they will receive a confirmation email that the survey has been submitted. For additional information, please visit the spot website at www.spot.unt.edu or email spot@unt.edu.