



University of North Texas
G. Brint Ryan College of Business
Marketing, Logistics & Operations Management
LGAV 3140 Air Passenger Planning & Control
Spring 2020 Semester

Course Information

Meeting Day/Time: Tuesday, 18:30-21:20 (6:30 p.m.-9:20 p.m.)

Classroom: Business Leadership Building (BLB) 050

Course Catalog Description: *Management of air passenger operations in the aviation industry including fleet operations and passenger and crew scheduling. Topics include optimizing flight routing, flight networks and fleet diversity; scheduling air/ ground crew assignments and gate assignments; understanding the impact of hub and spoke systems and maintenance locations on air passenger operations; and analytical tools used to effectively manage air passenger operations.*

Instructor Contact Information

Instructor: Dr. Tim Kincaid, Ed.D, MBA-Aviation Management

Office: BLB 313A

Contact: timothy.kincaid@unt.edu (email and Canvas messaging are primary ways of connecting)

Office hours: F2F - Tuesday 16:00-17:00; before or after class. Best by appointment.

Virtual - On request by telephone or Zoom web conference.

Communicating with Instructor: Your messages are important to me and I strive to respond to emails and Canvas messaging within 24 hours (usually quicker). If you do not receive a response, please reach out again.

Required Text/Materials

There are 3 total required text/materials for this course: 1 required textbook and 2 required materials:

1. Gerald Cook, and Bruce Billig (2017). *Airline Operations and Management*. Routledge. New York, NY. ISBN: 978-1-138-23753-7.
2. Airline Simulation: Each student will receive an email from Interpretive Simulations on first day of class, with link to register <http://interpretive.com> Student pays directly via website. Cost: \$44.95.
3. CliftonStrengths personal assessment: Student pays a special discounted rate directly via website. Cost: \$11.99, which includes online assessment and Clifton Strengths for Students e-book, and other materials. Follow registration instructions document on Canvas to receive the discount.

OUTSIDE READING: Additional readings will be assigned throughout the course. Case studies, reports, articles, and other topical issues may be provided from academic journals, governmental sources and other current business sources. Additionally, students will be required to cite sources of

information independently using Internet- and library-based resources. Outside readings are posted on Canvas.

Canvas

LGAV 3140 will use Canvas learning management system. Course materials, slide presentations, assignments, quizzes, and outside readings will be available via Canvas. **Refer to Canvas often throughout the course to remain current.** You can learn more about Canvas by reviewing the on-line student manuals. Canvas technical requirements can be found at <https://clear.unt.edu/supported-technologies/canvas/requirements> **NOTE:** I use Canvas frequently to post announcements, which also automatically sends an email to your UNT email address (the Canvas default) or to another email address of your choosing (you must make that change on Canvas yourself). **If you don't regularly check your UNT email account, go on Canvas ASAP and add an email address that you check most often.**

Technical Requirements/Assistance

UIT Help Desk: <http://www.unt.edu/helpdesk/index.htm>

The University of North Texas provides student technical support in the use of Canvas and supported resources. The student help desk may be reached at:

Email: helpdesk@unt.edu

Phone: 940-565-2324

In Person: Sage Hall, Room 130

Hours are:

- Monday-Thursday 8am-midnight
- Friday 8am-8pm
- Saturday 9am-5p
- Sunday 8am-midnight
- Canvas technical requirements: <https://clear.unt.edu/supported-technologies/canvas/requirements>

Teaching Philosophy

This course will be conducted through a combination of lectures, in-class discussion, guest speakers, homework, team projects, quizzes, personal assessments, and exams. The lectures will cover foundational material for each assigned topic, but often will not cover all the material as presented in the text and outside readings. You are expected to attend all classes and to be prepared to discuss and/or apply all assigned readings. Students will be called upon to discuss the topics/concepts in class. I believe in “learning together” through collaboration. Participation in class not only helps you understand the material but also makes the class more enjoyable for all. Preparation for class, frequency of participation, quality of participation, organization, and conciseness all demonstrate the level of commitment and engagement. Make sure that you are making your presence known through positive class contributions!

Assessment & Grading

Your performance in this course will be based on the following graded elements:

GRADED ELEMENTS	POINTS
Quizzes: Weekly (10 @ 20 pts each)	200
Exams: Mid-term & Final (2 @ 100 pts each)	200
Simulation: HW1 Name Your Airline/Set Airline Strategy	50
Simulation: HW2 Annual Report	150
Simulation: HW3 Airline Management Presentation to Stakeholders	155
Simulation: Peer Evaluations (2 @ 25 pts each)	50
Professional Development (PD): Primary (2 @ 10 pts each)	20
Exercise: Airline Pricing	50
<i>CliftonStrengths</i> (StrengthsFinder) Personal Assessment	25
Guest Speaker presentation reflections (9 @ 5 pts each)	45
Total Possible Points	945
<i>PD Supplemental Extra Credit (up to 4 @ up to 5 pts each; added to total points)</i>	

To calculate your final grade: Take the total number of points you have earned for all assignments (this information is available in your grade book in Canvas in the Total Points column) and divide it by 945. For example, if your total points earned are 820, the calculation is $820/945 = 0.867$, rounded up to .87% which is equal to a letter grade of B. Compare the resulting percentage with this matrix:

Grade	% Range
A	90-100
B	80-89
C	70-79
D	60-69
F	0-59

Airline Simulation

Students will be randomly assigned to teams of up to four (4) students for an online Airline Simulation project that will run throughout the semester. This simulation gives students the experience of creating, operating, and expanding an airline. More details will be provided in class and via announcements at our first class meeting. You will receive an email from Interpretive.com (makers of simulation) with a link to register. The cost per student will be \$44.95, payable directly to the simulation provider. **Until every member of each team registers/purchases simulation, that team cannot begin.** Every week, each team will collectively make decisions and move their airline ahead in the simulation. There are five graded assignments associated with the Airline Simulation:

1. Team short paper outlining their airline's branding, name and strategy;
2. Team airline simulation Annual Report
3. Peer Evaluation #1
4. Team PowerPoint presentation to Stakeholders during final class meetings
5. Peer Evaluation #2

Each team member will submit two peer evaluations via simulation website during the semester, to help me understand distribution of workload. Overall simulation grade for each student will be influenced by peer evaluations; it is important for each to participate fully (i.e. no "freeloading") to receive full credit for simulation.

Current Events

As extension of class participation, class each week will begin with a quick review of recent events from media concerning the airlines and related topics. So, watch news media of all types for airline news and be prepared to discuss in class. Media sources can include print, online, TV, and radio. The UNT Library is a great resource. Extra credit points are given for "good" current events. To be considered a "good" current event, it must be from a reputable news source, the student must provide a coherent and accurate brief description of the event, including why it's interesting or relevant to the course.

Recommended sources for free online airline news updates/blogs:

- Airlines for America (A4A) daily "smart brief" email, <https://airlines.org>
- Air Transport World online, <https://atwonline.com>
- Aviation International News alerts, <https://www.ainonline.com/>
- The Cranky Flier blog, <http://crankyflier.com/>
- FlightAware daily news brief email, <https://flightaware.com/>
- AvWeb daily news brief email, <https://www.avweb.com/>
- The Points Guy, <https://thepointsguy.com/news/airlines/>
- View From the Wing, <https://viewfromthewing.com/>
- American Airlines news feed, <http://news.aa.com/home/default.aspx>
- Southwest Airlines news feed, <https://www.swamedia.com/>

Weekly Quizzes and Two Exams

This course includes numerous quizzes and you can expect a quiz nearly every week, after our class meets. Quizzes will cover the material assigned and covered in class. This makes preparation, attendance, and class participation even more critical! Exceptions to the weekly quiz will be noted in the syllabus or announced in class and/or on Canvas. All assigned material (text, lecture slides, outside reading, guest speaker presentations) and classroom discussions are "fair game" for each quiz. Quizzes are "open notes/open book," but individual effort and will be timed.

Quizzes will typically be administered via Canvas and are timed. Once you begin taking the quiz on Canvas you will have a limited time with which to complete. Therefore, you should be familiar with the material prior to attempting the quiz, rather than strictly relying on your notes or the course textbook. You will have a second opportunity to take each quiz, with highest score counting. The quizzes are designed to prepare you for the two (2) course exams. Deadline for regular weekly quiz completion is 23:30 (i.e. 11:30 p.m. Central) each Monday. Each quiz is worth up to 20 points each. There also may be an in-class “pop” quiz, providing those who are present with the opportunity to earn bonus points. (*You must be present to win!*)

This course will include two (2) exams which may be either in-class or via Canvas. The exams will consist of questions drawn from the text, outside readings, lectures, discussions, and out-of-class assignments. You are responsible for the material even if it is not emphasized or covered during the lecture. The final exam will be comprehensive in nature. Exams will include a combination of multiple-choice, true/false, and short answer. There will be no makeup exams except in extraordinary situations that are approved by me **prior** to the scheduled exam. **EXAM PREPARATION:** Students perform better on the exams who keep up with the reading, attend and participate in class, and study for/take the quizzes, so that you do not have to refer to your book/notes. I will post PowerPoint lecture notes on Canvas to coincide with the lecture and readings.

Professional Development (PD)

A great form of learning enrichment for a practical discipline is to participate in activities categorized as Professional Development (PD). Suitable activities include attending meetings of professional organizations, attending presentations by industry leaders, working on practical projects within the scope of the discipline, and participating in other industry/profession focused learning events. There are two categories of Professional Development to be considered: Primary PD and Supplemental PD.

Primary PD consists of attendance at a scheduled College of Business Distinguished Speaker, Center for Logistics Education and Research Speaker Series, Onboarding events, or attendance at one of the DFW-area professional association meetings. These are the only activities that qualify for the Primary PD credit. Each LGAV 3140 student is expected to **PARTICIPATE IN AT LEAST TWO PRIMARY PD CATEGORY EVENTS** during the semester (each event earns 10 points, for a total of 20 points). The UNT Professional Program in Logistics is very proud of its close relationship with industry and our emphasis on professionalism. During the Fall 2019 semester the Logistics Executive Lecture Series has planned five sessions allowing students to meet and actively interact with logistics executives and six On-boarding sessions to cover “soft skills” that help set UNT students apart from other applicants in the marketplace for jobs and promotions. All sessions will be held on Fridays from 12:00-13:00.

Attendance at the same event to fulfill a requirement for another course or program will not be counted (i.e. no “double-dipping”). You will not receive credit if you have not RSVP’d. If you RSVP and fail to attend 2.0 points will be deducted from your final grade. You **may not** make up these points by attending another presentation. If you cannot attend these events due to work or class

schedule conflicts, you may find an alternative such as an evening professional meeting. My goal is that you are able to interact with a corporate executive. Students must RSVP online on the event webpages to attend each event. The form allows students to indicate which class they would like to receive credit for attending, and to reselect which class they would like credit for IF the change is made BEFORE the session is attended (it is up to you to keep track of what class you want credit assigned to).

Here are the links to the event pages (fyi: events are added throughout semester):

Onboarding Program – <https://cob.unt.edu/logistics-center/onboarding-program>

Executive Lecture Series – <https://cob.unt.edu/logistics-center/executive-lecture/speakers>

Students must arrive on time and **swipe their student IDs upon entry and exit** at each event. After each event, a report is sent to participating faculty indicating which students attended as well as those who remained through the entire session (i.e. did not leave early).

Supplemental PD category of events is somewhat broader. You can get credit for up to four (4) Supplemental PD activities, worth up to five (5) points each.

Here are four (4) ways to earn Supplemental PD:

1. Supplemental PD may include attending an additional Primary PD event over the two (2) required.
2. Attendance at the UNT student organization chapter when an industry speaker or a tour of industry operations are planned. The student organization chapters include:
 - American Association of Airport Executives (AAAE)
 - Alpha Eta Rho
 - Logistics Student Association (LogSA)
 - Institute for Supply Management (ISM)

You may also earn supplementary credit for any leadership positions held in one of the student organizations related to aviation logistics. This would include either an elected position or heading up an event committee.
3. Visit one of two DFW-area aviation museums with strong airline content:
 - American Airlines C.R. Smith Museum (near DFW Airport) or
 - Frontiers of Flight Museum (Dallas Love Field).

Scan and submit your admission ticket in the Supplement PD folder on Canvas to confirm visit.
4. Attending a local meeting of “Toastmasters,” an international organization that provides attendees the opportunity to collaboratively improve public speaking and communication skills. Check www.toastmasters.org for convenient meeting times and locations.

Submit each Primary PD and Supplemental PD in the appropriate file folders on Canvas. Follow directions on Canvas! If PD is a speaker, it should include:

- Name of the speaker, event host and organization, plus the date and location of event;

- Summarize in three-to-five sentences topics discussed, and what your biggest take-aways were (i.e. what did you learn/like/didn't like about the presentation). Spelling and grammar count; poor writing costs points.

If you have other activities that you believe qualify for consideration for supplemental professional development credit (e.g., interviewing/shadowing an industry professional at their workplace) please seek approval from the instructor AHEAD OF TIME or your event might not qualify for credit.

If you have difficulties in getting at least two (2) Primary PDs this semester due to schedule, course load, etc., let the instructor know as soon as possible. There may be other options available.

Assignments Policy

A separate course calendar/schedule with due dates will be provided early in course. Assignments are due on the date identified in the course schedule. Some are to be submitted to Canvas by 17:00 (5 p.m.) of due date, unless otherwise indicated. If hard copies are required, they must be turned in at the beginning of class. Any assignment may be turned in early. (In rare instances, I will also accept homework that is uploaded via email to timothy.kincaid@unt.edu) Late assignments will be penalized one letter grade per day past due date. There will be no make-ups for missed quizzes or exams without a valid reason and prior approval from the professor. Correct spelling, grammar, and punctuation are expected on all graded material (including Canvas postings). All assignments must be typed.

Writing

The written requirements in this course consist of team reports, and any short answer/essay questions on the exams. Your written assignments and exam responses should be neat, clear, and concise. Proper college level English grammar, spelling, and punctuation are expected (including *all* Canvas postings). Electronic files of your assignments are preferred in Microsoft Word or PDF format. All assignments must be typed unless otherwise expressly noted. The oral communication requirements of this course include an in-class presentation and daily class discussion/participation. Students are expected to provide well-reasoned and concise discussions or arguments.

Exam and Assignment Grade Appeals

If you disagree with how any assignment or examination was graded, you must submit a written appeal to me by email or letter within one (1) week after the grade was awarded or the graded work was returned. The written appeal should include your concern or question about your grade, an explanation about why you believe your answer is correct, AND documentation or evidence supporting your belief. Appropriate documentation includes references from the text, course lecture slides, or outside reading from the course syllabus. Appeals without supporting rational and specific reference(s) to the course will be returned without consideration. Grades will not be lowered due to an appeal.

LGAV 3140 Course Disclaimer

The schedule, policies, and assignments contained in the course syllabus are subject to change in the event of extenuating circumstances, or to accommodate class progress. Also, changes may occur to provide more in-depth focus or discussion where warranted, to take advantage of a guest speaker opportunity, or by mutual agreement between the instructor and students. All changes will be announced in class and posted on Canvas. This syllabus may be updated from time to time as necessary, and revisions will be posted on Canvas.

Minimum Technical Skills Needed

In LGAV 3140 you will need the ability to read and create MS Word, Excel, and PowerPoint, as well as Adobe PDF files. Some of the capabilities you must have to succeed include the ability to use Canvas, send and receive emails (with attachments), access the Airline Simulation website, and CliftonStrengths website. You will need Internet access and a web browser. Course materials, assignments, some quizzes, and exams will be available online via Canvas. You will be responsible for accessing Canvas to obtain all course materials. Much of the printed materials for this course will be in PDF format (Adobe Acrobat), which requires Adobe Acrobat Reader to read (available free at www.adobe.com.) All assignments should be typed and saved as an MS Office file or a PDF file. If you do not have Microsoft Office, contact me to ensure your file can be opened and read for grading purposes.

Student Academic Support Services

- Code of Student Conduct: provides Code of Student Conduct along with other useful links
- Office of Disability Access: exists to prevent discrimination based on disability and to help students reach a higher level of independence
- Counseling and Testing Services: provides counseling services to the UNT community, as well as testing services; such as admissions testing, computer-based testing, career testing, and others
- UNT Libraries
- UNT Learning Center: provides a variety of services, including tutoring, to enhance the student academic experience
- UNT Writing Center: offers free writing tutoring to all UNT students, undergraduate and graduate, including online tutoring
- Succeed at UNT: information regarding how to be a successful student at UNT

Use of Personal Technology in Classroom

Multi-tasking is a myth! Research shows that you cannot be fully present if you are using smart phones, tablets, or laptops for activities unrelated to class. Using technology for unrelated activities during class is disruptive, rude, and unprofessional. We assume you are preparing yourself for a career in aviation management and thus will create class norms for behavior that align with what one can expect in the workplace. Get into the habit of acting like/being a professional now – your transition into that first (or next) job will be smoother. Therefore, please adhere to the following class norms: All communications devices, like mobile phones/devices are to be turned off or muted during class. Laptops and other

devices in the classroom may not be used for web browsing, email, or activity not directly related to the course. There will be a break approximately half-way through each class that will enable you to check email and voicemail.

Attendance Policy

I take roll each class meeting. If a class is missed it is up to the student to catch up. Class materials are posted in Canvas. Do not ask the instructor “what did I miss?”

If you must miss a class, you must do two things: 1. Send email or Canvas message to instructor letting him know you will be absent; and 2. Let your Simulation Team mates know you will be absent, and coordinate how you can support the team’s decisions for that week.

UNT POLICIES

Academic Integrity Policy

Academic Integrity Standards and Consequences. According to UNT Policy 06.003, Student Academic Integrity, academic dishonesty occurs when students engage in behaviors including, but not limited to cheating, fabrication, facilitating academic dishonesty, forgery, plagiarism, and sabotage. A finding of academic dishonesty may result in a range of academic penalties or sanctions ranging from admonition to expulsion from the University.

Students caught cheating or plagiarizing will receive a zero (0) for that particular assignment or exam (or specific alternative sanction, such as course failure). Additionally, the incident will be reported to the Dean of Students, who may impose further penalty. The term "plagiarism" includes, but is not limited to: a. the knowing or negligent use by paraphrase or direct quotation of the published or unpublished work of another person without full and clear acknowledgment; and, b. the knowing or negligent unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic materials.

Any work on the graded material (quizzes, abstracts, case study, individual presentation, etc.) is to be treated identically to an in-class exam: the work must be entirely your own with no outside help or assistance. When working on individual assignments, you must not discuss your work with anyone (other faculty or other students) unless specifically approved by me.

ADA Policy

UNT makes reasonable academic accommodation for students with disabilities. Students seeking accommodation must first register with the Office of Disability Accommodation (ODA) to verify their eligibility. If a disability is verified, the ODA will provide a student with an accommodation letter to be delivered to faculty to begin a private discussion regarding one’s specific course needs. Students 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. For additional information see the ODA website at disability.unt.edu.

Course Safety Procedures (for Laboratory Courses)

Students enrolled in LGAV 3140 are required to use proper safety procedures and guidelines as outlined in UNT Policy 06.038 Safety in Instructional Activities. While working in laboratory sessions, students are expected and required to identify and use proper safety guidelines in all activities requiring lifting, climbing, walking on slippery surfaces, using equipment and tools, handling chemical solutions and hot and cold products. Students should be aware that the UNT is not liable for injuries incurred while students are participating in class activities. All students are encouraged to secure adequate insurance coverage in the event of accidental injury. Students who do not have insurance coverage should consider Standard Syllabus Statements Related Policy 06.049 Course Syllabi Requirements obtaining Student Health Insurance. Brochures for student insurance are available in the UNT Student Health and Wellness Center. Students who are injured during class activities may seek medical attention at the Student Health and Wellness Center at rates that are reduced compared to other medical facilities. If students have an insurance plan other than Student Health Insurance at UNT, they should be sure that the plan covers treatment at this facility. If students choose not to go to the UNT Student Health and Wellness Center, they may be transported to an emergency room at a local hospital. Students are responsible for expenses incurred there.

Emergency Notification & 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.

Emergency Evacuation Procedures for Business Leadership Building:

Severe Weather In the event of severe weather, all building occupants should immediately seek shelter in the designated shelter-in-place area in the building. If unable to safely move to the designated shelter-in-place area, seek shelter in a windowless interior room or hallway on the lowest floor of the building. All building occupants should take shelter in rooms 055, 077, 090, and the restrooms on the basement level. In rooms 170, 155, and the restrooms on the first floor.

Bomb Threat/Fire In the event of a bomb threat or fire in the building, all building occupants should immediately evacuate the building using the nearest exit. Once outside, proceed to the designated assembly area. If unable to safely move to the designated assembly area, contact one or more members of your department or unit to let them know you are safe and inform them of your whereabouts. Persons with mobility impairments who are unable to safely exit the building should move to a designated area of refuge and await assistance from emergency responders. All building occupants should immediately evacuate the building and proceed to the south side of Crumley Hall in the grassy area, west of parking lot 24.

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 Canvas 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 student's 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. See UNT Policy 10.10, Records Management and Retention for additional information.

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 deanofstudents.unt.edu/conduct.

Assignment Policy

The University is committed to providing a reliable online course system to all users. However, in the event of any unexpected server outage or any unusual technical difficulty which prevents students from completing a time sensitive assessment activity, the instructor will extend the time windows and provide an appropriate accommodation based on the situation. Students should immediately report any problems to the instructor and contact the UNT Student Help Desk: helpdesk@unt.edu or 940.565.2324. The instructor and the UNT Student Help Desk will work with the student to resolve any issues at the earliest possible time.

Access to Information - Eagle Connect

Students' access point for business and academic services at UNT is located at: my.unt.edu. All official communication from the University will be delivered to a student's Eagle Connect account. For more information, please visit the website that explains Eagle Connect and how to forward e-mail: eagleconnect.unt.edu/

Student Evaluation Administration Dates

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. The survey will be made available during weeks 13, 14 and 15 of the long semesters to provide students with an opportunity to evaluate how this course is taught. 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 <http://spot.unt.edu/> or email spot@unt.edu.

Sexual Assault Prevention

UNT is committed to providing a safe learning environment free of all forms of sexual misconduct, including sexual harassment sexual assault, domestic violence, dating violence, and stalking. Federal laws (Title IX and the Violence Against Women Act) and UNT policies prohibit discrimination on the basis of sex, and therefore prohibit sexual misconduct. If you or someone you know is experiencing sexual harassment, relationship violence, stalking, and/or sexual assault, there are campus resources available to provide support and assistance. UNT's Survivor Advocates can assist a student who has been impacted by violence by filing protective orders, completing crime victim's compensation applications, contacting professors for absences related to an assault, working with housing to facilitate a room change where appropriate, and connecting students to other resources available both on and off campus. The Survivor Advocates can be reached at SurvivorAdvocate@unt.edu or by calling the Dean of Students Office at 940-565- 2648. Additionally, alleged sexual misconduct can be non-confidentially reported to the Title IX Coordinator at oeo@unt.edu or at (940) 565 2759.

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