



University of North Texas
G. Brint Ryan College of Business
Marketing, Logistics & Operations Management
LGAV 3140 Air Passenger Planning & Control
Spring 2021 Semester

Course Information

Meeting Day/Time: Tuesdays, 18:30-21:20 Central time zone (6:30 p.m.-9:20 p.m.)

Classroom: BLB 180 through April 13. Last class meeting (April 20) will be virtual via Zoom and Canvas.

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

Pronouns: he / him / his

Office: Virtual

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

Virtual Office hours: Tuesday 16:00-17:00 via Zoom or telephone, best by appointment. Before or after class (with required social distancing).

Communicating with Instructor: Your messages are important to me and I strive to respond to emails and Canvas messaging within 24 hours (usually quicker).

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. Available from UNT bookstore.
2. Airline Simulation: Two sources to purchase from:
Buy from UNT Bookstore: Once purchased, a special code is provided by bookstore. Students will receive an email with a link from Interpretive Simulation to register for simulation access. <https://unt.bnccollege.com/shop/unt/page/find-textbooks>
Buy directly from Interpretive Simulation: Students will receive an email from Interpretive Simulations by first day of class, with link to register <https://www.interpretive.com/> Each student pays directly via website.
3. *CliftonStrengths* personal assessment: Student pays a special discounted rate of \$11.99 (after 40% student discount) directly via the *CliftonStrengths* website. <https://store.gallup.com/p/en-us/10265/cliftonstrengths-for-students-top-5> This includes online access to take a self-assessment survey, the individual assessment report, *CliftonStrengths* for Students e-book, and other materials. (Special UNT student 40% discount information in *CliftonStrengths* module on Canvas.)

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.**

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. I grade on both content and form, so proofread and spell-check before submitting anything. 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 engagement. Make your presence known through positive class contributions!

Student Learning Outcomes

This course is designed to accomplish the following students learning outcomes. At the successful completion of this course, students should be able to:

Think like a strategic airline leader.

- Demonstrate an understanding of the complexity, breadth, and interrelatedness of the highly network-centric global airline industry.
- Critically examine current global air transportation issues, economic trends and future challenges through current news articles and papers, course textbooks, academic journal articles, and classroom exercises and discussion.
- Understand meanings and uses of common operational, performance, and economic metrics and common acronyms used in running an airline, including ASM, RPM, A14, RASM, CASM, OOOI, ETOPS.

Critically analyze the complex dynamics and connections between the historical, economic, regulatory, and legislative foundations of the global passenger airline industry.

- Describe the impact on commercial aviation today of Open Skies agreements, economic deregulation, global alliances, and airport and airspace constraints, and safety, security, and environmental concerns.
- Distinguish between U.S. airline operations under FAR Part 121, Part 135 and Part 91 regulations, including required management positions, and federal regulations related to roles, responsibilities, and limitations for maintaining a safe, professional operation.
- Describe roles, responsibilities, limitations, and interrelationships of major governmental and industry organization regulatory, investigative, certification, enforcement, and trade groups. Organization examples include ICAO, IATA, A4A, FAA, NTSB, RAA, NBAA, EASA, and TSA.

Distinguish between various types of air carriers, operating strategies, and aircraft categories involved in modern passenger airline operations.

- Compare relative strengths and disadvantages of various types of airline, including mainline carriers, low cost carriers (LCC), ultra-low cost carriers (ULCC), hybrid LCCs, regional carriers, commuters, and charter/fractional ownership.
- Compare relative operational and economic advantages and disadvantages of “hub-and-spoke” vs. “point-to-point” network configurations.
- Compare relative operational and economic characteristics and limitations between mainline (single-aisle/“narrow-body” and twin-aisle/“wide-body”) aircraft, regional jets (RJs) and turboprops, and commuter aircraft.

Understand common methods of optimizing passenger airline operations, including route network, pricing, capacity, fleet diversity, flight routing, air crew/ground staff assignments, and airport facilities.

- Understand decision making approaches and tools airlines use to balance between efficiently maximizing the use of capital-intensive assets. Also, understand dynamic constraints in air space capacity, pricing, market demand, competition, facilities, and staffing.
- Understand technological and philosophical approaches airline management uses to mitigate and recover from disruptions due to irregular operations due to weather, air traffic control, etc.
- Understand airline pricing strategies and tactics, including market demand projections, competition, pricing, yield management, revenue management, frequent flyer program awards, and technology use to optimize mix of fare types by flight and market.

Understand the complex relationships an airline has with its many stakeholders.

- Identify the many internal and external audiences impacted by an airline including shareholders/owners, employees, management team, customers, communities served, airport managers, vendors, regulators, media, labor unions, and environmentalists, airport neighborhood groups, and social cause activists.
- Understand the historically challenging labor relations and human resource management unique to the heavily-unionized airline industry, including contentious issues like outsourcing, “scope clauses,” labor contract negotiations, and compensation and work rules.

Increase student self-awareness to develop personal leadership capacity and effectiveness.

- Discover their own Top 5 Strengths through online *CliftonStrengths* self-assessment, and learn ways to leverage each. Recognize the differences and similarities in personal strengths of others can be both a challenge and an important strategic asset for collaboration.
- Explore a variety of career paths and opportunities within the airline and related industries, through coursework, readings, and industry guest speaker presentations. Learn requirements for various industry positions and roles, and how to prepare for and pursue them.
- Through multiple-week airline simulation team project, develop and apply skills for establishing and sustaining an effective and high-functioning team. This is done by creating and adhering to consensual team norms to ensure equitable workload distribution. This maximizes learning for all by application of course theory to actual practice in an online business simulation. Two peer evaluations will occur during the simulation, providing confidential insight to the instructor on individual team mate contributions and workload distribution.

Assessment & Grading

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

GRADED ELEMENTS	POINTS
Quizzes: Weekly (11 @ 20 pts each)	220
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	150
Simulation: Peer Evaluations (2 @ 25 pts each)	50
Professional Development (PD): Primary (2 @ 10 pts each)	20
<i>CliftonStrengths</i> (StrengthsFinder) Personal Assessment	25
Guest Speaker presentation questions (10 @ 3 pts each)	30
Guest Speaker presentation reflections (10 @ 5 pts each)	50
Total Possible Points	945
<i>PD Supplemental Extra Credit (up to 3 @ at up to 10 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 850, the calculation is $850/945 = 0.899$, rounded up to .90 (which is 90%) is equal to a letter grade of A. 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 team 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. When you purchase the simulation registration from the UNT Bookstore, you will get a unique one-time access code. You will receive an email from Interpretive.com (makers of simulation) with a link to register and enter the access code. **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 six graded assignments associated with the Airline Simulation:

1. Homework #1 - Team short paper outlining their airline's branding, strategy and name choice
2. Team simulation Case quiz
3. Homework #2 - Team airline simulation Annual Report
4. Peer Evaluation #1
5. Homework #3 - Team PowerPoint presentation to Stakeholders during final class meeting
6. 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, a Mid-Term and a Final Exam

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, taken 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).

There are two categories of Professional Development to be considered: Primary PD (two required @ 10 points each) and Supplemental PD (up to three @ 10 bonus points each).

You have several **PD options**. PD can consist of attendance at a scheduled College of Business Distinguished Speaker, Center for Logistics Education and Research Speaker Series, Onboarding events, Career Fairs, or attendance at one of the DFW-area professional association meetings. Or write 2-page reflection papers on assigned materials. **A list of PD Options for both primary and supplemental is in the PD module on Canvas.** (Guest speakers visiting LGAV 3140 are NOT eligible for PD credit.)

One of the best PD options are through the UNT Professional Program in Logistics. We are very proud of its close relationship with industry and our emphasis on professionalism. From this we offer the College of Business Distinguished Speaker, Executive Lecture Series and Onboarding Program

presentations hosted by the Center for Logistics & Supply Chain Management events. These are held Fridays 12:00-13:00. You must register for each event and indicate which course you want credited for the PD. Registration and attendance changes will be communicated to students by email during the first week of the semester and will also be posted on the following websites:

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

and <https://cob.unt.edu/logistics-center/executive-lecture/speakers>

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

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). A PD can only apply to one class (i.e. no double-dipping). Even though a report is sent to the instructor, you still must do a submission on Canvas for each PD.

Submit each Primary PD and Supplemental PD in the appropriate file folders on Canvas. **Follow directions on Canvas.** Incomplete submission means lost points.

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

LGAV 3140 Guest Speakers

LGAV 3140 will have several outstanding guest speakers from various disciplines and different airline (e.g. Southwest Airlines, American Airlines, etc.) and airline-related companies. Some are even UNT alums! The information our guests bring is interesting, relevant and will appear on the quizzes. So, it is important that you are present, pay attention, take notes, and be nice. The goal is for you to engage with the guests; be curious, ask good questions.

There are two graded components related to Guest Speakers:

1. Research and prepare three questions to ask guest speakers. During the week before each guest visit, students are to take a little time to research the guest speaker(s) background (e.g. LinkedIn, company websites, etc.) and also their role/job (for example: aircraft dispatcher or network planning analyst). Create three (3) good questions that you could ask during class. Enter the three questions into Canvas before class and also have questions available to ask in class. (You will not be graded on actually asking them the question; just be prepared.) This is worth up to 3 points per presentation.

A good question is one that is specific to the presenter, which demonstrates curiosity and also shows the student did some research. No credit is given for overly broad or general questions that could be asked of anyone (e.g. "What do you like best about your job?"). The reason for this assignment is to help form the habit of preparing for interviews and other business meetings. (*You are not limited to only asking those three questions you prepared!*)

2. Guest Speaker Reflection. After the presentation, students will respond on Canvas to three questions about your biggest “take-aways” from the guest speaker(s), what you learned, and possible actions you could take as a result (but not required to take). Responses on Canvas should be specific and concise. These are worth 5 points per presentation. The reason for this assignment is to help form the habit of active listening to experts, and discerning actionable steps based on what you learn.

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 to be submitted to Canvas by 17:00 (5 p.m.) of due date, unless otherwise indicated. Any assignment may be turned in early. 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

I grade on content *and* form. 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. 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 and Syllabus 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. 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.

Course Technology & Skills

Minimum Technology Requirements

Minimum technology requirements for this course:

- Computer
- Reliable internet access
- Speakers
- Microphone
- Plug-ins
- Microsoft Office Suite
- Canvas Technical Requirements (<https://clear.unt.edu/supported-technologies/canvas/requirements>)

Computer Skills & Digital Literacy

Course-specific technical skills learners must have to succeed in the course, such as:

- Using Canvas
- Using email with attachments
- Downloading and installing software
- Using spreadsheet programs
- Using presentation and graphics programs

Technical Assistance

Part of working in the online environment involves dealing with the inconveniences and frustration that can arise when technology breaks down or does not perform as expected. Here at UNT we have a Student Help Desk that you can contact for help with Canvas or other technology issues.

UIT Help Desk: UIT Student Help Desk site (<http://www.unt.edu/helpdesk/index.htm>)

Email: helpdesk@unt.edu

Phone: 940-565-2324

In Person: Sage Hall, Room 130

Walk-In Availability: 8am-9pm

Telephone Availability:

- Sunday: noon-midnight
- Monday-Thursday: 8am-midnight
- Friday: 8am-8pm
- Saturday: 9am-5pm

Laptop Checkout: 8am-7pm

For additional support, visit Canvas Technical Help (<https://community.canvaslms.com/docs/DOC-10554-4212710328>)

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 and obtain a ticket number. The instructor and the UNT Student Help Desk will work with the student to resolve any issues at the earliest possible time.

Class Rules of Engagement

Rules of engagement refer to the way students are expected to interact with each other and with their instructors. Here are some general guidelines:

- While the freedom to express yourself is a fundamental human right, any communication that utilizes cruel and derogatory language on the basis of race, color, national origin, religion, sex, sexual orientation, gender identity, gender expression, age, disability, genetic information, veteran status, or any other characteristic protected under applicable federal or state law will not be tolerated.
- Treat your instructor and classmates with respect in any communication online or face-to-face, even when their opinion differs from your own.
- Ask for and use the correct name and pronouns for your instructor and classmates.
- Speak from personal experiences. Use “I” statements to share thoughts and feelings. Try not to speak on behalf of groups or other individual’s experiences.
- Use your critical thinking skills to challenge other people’s ideas, instead of attacking individuals.
- Avoid using all caps while communicating digitally. This may be interpreted as “YELLING!”
- Be cautious when using humor or sarcasm in emails or discussion posts as tone can be difficult to interpret digitally.
- Avoid using “text-talk” unless explicitly permitted by your instructor.
- Proofread and fact-check your sources.
- Keep in mind that online posts can be permanent, so think first before you type.

See these [Engagement Guidelines](https://clear.unt.edu/online-communication-tips) (<https://clear.unt.edu/online-communication-tips>) for more information.

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. 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 are to be turned off or muted during class. Laptops and other devices in the classroom may be used only if directly related to the course. There will be a break approximately half-way through each class meeting that will enable you to check email and voicemail.

Attendance Policy

UNT is especially focused on attendance. We care about you and worry when you are out. I take roll each class meeting, and participation points are awarded for attendance. You will be assigned a seat and you must sit in that seat for the entire semester. (This is a UNT requirement.) If a class is missed it is up to the student to catch up and there will be make up assignment to be sure material missed is understood. Class materials are posted in Canvas.

LGAV 3140 is an in-person class. Students are expected to attend class in BLB 180 each week unless otherwise announced. The exception is our last class meeting April 20 which will be virtual. With the exception of April 20, Zoom is primarily intended for those with health-related concerns (e.g. self-quarantine, living with at-risk family member, etc.). These must be cleared through the COVID Hotline who will inform the instructor of the need for remote attendance, and for how long.

Occasionally work commitments, a family emergency, or illness means a student cannot attend a class in person or must miss a class entirely. ***If you must be absent*** let me know by Canvas message or email before 12:00 the day of the class you will miss and the reason. If it is an excused absence, there will be make-up work to receive attendance points. You will be responsible for keeping up. Also, inform your simulation teammates so you can catch up on the week's decision-making.

COVID-19 impact on attendance

While attendance is expected as outlined above, it is important for all of us to be mindful of the health and safety of everyone in our community, especially given concerns about COVID-19. Please contact me if you are unable to attend class because you are ill, or unable to attend class due to a related issue regarding COVID-19. It is important that you communicate with me prior to being absent so I may make a decision about accommodating your request to be excused from class.

If you are experiencing any symptoms of COVID-19 (<https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html>) please seek medical attention from the Student Health and Wellness Center (940-565-2333 or askSHWC@unt.edu) or your health care provider PRIOR to coming to campus. UNT also requires you to contact the UNT COVID Hotline at 844-366-5892 or COVID@unt.edu

for guidance on actions to take due to symptoms, pending or positive test results, or potential exposure. While attendance is an important part of succeeding in this class, your own health, and those of others in the community, is more important.

Classroom Seating Assignments & Social Distancing

To facilitate potential contact tracing, students are assigned a seat in each in-person course. Attendance will be taken. It is an important requirement that you always sit in your assigned seat. Please adhere to the social distancing markers throughout the classroom. When entering or leaving classroom, please do so keeping a 6-foot social distance.

Class Materials for Remote Instruction

Remote instruction may be necessary if community health conditions change or you need to self-isolate or quarantine due to COVID-19. Students will need access to a webcam, a microphone and stable internet access for Canvas and Zoom to participate in fully remote portions of the class. Information on how to be successful in a remote learning environment can be found at <https://online.unt.edu/learn>.

Statement on Face Coverings

Face coverings are required in all UNT facilities. Students are expected to wear face coverings during this class. If you are unable to wear a face covering due to a disability, please contact the Office of Disability Access to request an accommodation. UNT face covering requirements are subject to change due to community health guidelines. Any changes will be communicated via the instructor.

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. [Insert specific sanction or academic penalty for specific academic integrity violation.]

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](https://disability.unt.edu/) (<https://disability.unt.edu/>).

Prohibition of Discrimination, Harassment, and Retaliation (Policy 16.004)

The University of North Texas (UNT) prohibits discrimination and harassment because of race, color, national origin, religion, sex, sexual orientation, gender identity, gender expression, age, disability, genetic information, veteran status, or any other characteristic protected under applicable federal or state law in its application and admission processes; educational programs and activities; employment policies, procedures, and processes; and university facilities. The University takes active measures to prevent such conduct and investigates and takes remedial action when appropriate.

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. Visit UNT's [Code of Student Conduct](https://deanofstudents.unt.edu/conduct) (<https://deanofstudents.unt.edu/conduct>) to learn more.

Important Notice for F-1 Students taking Distance Education Courses**Federal Regulation**

To read detailed Immigration and Customs Enforcement regulations for F-1 students taking online courses, please go to the [Electronic Code of Federal Regulations website](http://www.ecfr.gov/) (<http://www.ecfr.gov/>). The specific portion concerning distance education courses is located at Title 8 CFR 214.2 Paragraph (f)(6)(i)(G).

The paragraph reads:

(G) For F-1 students enrolled in classes for credit or classroom hours, no more than the equivalent of one class or three credits per session, term, semester, trimester, or quarter may be counted toward the full course of study requirement if the class is taken on-line or through distance education and does not require the student's physical attendance for classes, examination or other purposes integral to completion of the class. An on-line or distance education course is a course that is offered principally through the use of television, audio, or computer transmission including open broadcast, closed circuit, cable, microwave, or satellite, audio conferencing, or computer conferencing. If the F-1 student's course of study is in a language study program, no on-line or distance education classes may be considered to count toward a student's full course of study requirement.

University of North Texas Compliance

To comply with immigration regulations, an F-1 visa holder within the United States may need to engage in an on-campus experiential component for this course. This component (which must be approved in advance by the instructor) can include activities such as taking an on-campus exam, participating in an on-campus lecture or lab activity, or other on-campus experience integral to the completion of this course.

If such an on-campus activity is required, it is the student's responsibility to do the following:

(1) Submit a written request to the instructor for an on-campus experiential component within one week of the start of the course.

(2) Ensure that the activity on campus takes place and the instructor documents it in writing with a notice sent to the International Student and Scholar Services Office. ISSS has a form available that you may use for this purpose.

Because the decision may have serious immigration consequences, if an F-1 student is unsure about his or her need to participate in an on-campus experiential component for this course, s/he should contact the UNT International Student and Scholar Services Office (telephone 940-565-2195 or email internationaladvising@unt.edu) to get clarification before the one-week deadline.

Student Verification

UNT takes measures to protect the integrity of educational credentials awarded to students enrolled in distance education courses by verifying student identity, protecting student privacy, and notifying students of any special meeting times/locations or additional charges associated with student identity verification in distance education courses.

See UNT Policy 07-002 Student Identity Verification, Privacy, and Notification and Distance Education Courses (<https://policy.unt.edu/policy/07-002>).

Use of Student Work

A student owns the copyright for all work (e.g. software, photographs, reports, presentations, and email postings) he or she creates within a class and the University is not entitled to use any student work without the student's permission unless all of the following criteria are met:

- The work is used only once.
- The work is not used in its entirety.
- Use of the work does not affect any potential profits from the work.
- The student is not identified.
- The work is identified as student work.

If the use of the work does not meet all of the above criteria, then the University office or department using the work must obtain the student's written permission.

Download the UNT System Permission, Waiver and Release Form

Transmission and Recording of Student Images in Electronically-Delivered Courses

1. No permission is needed from a student for his or her image or voice to be transmitted live via videoconference or streaming media, but all students should be informed when courses are to be conducted using either method of delivery.
2. In the event an instructor records student presentations, he or she must obtain permission from the student using a signed release in order to use the recording for future classes in accordance with the Use of Student-Created Work guidelines above.
3. Instructors who video-record their class lectures with the intention of re-using some or all of recordings for future class offerings must notify students on the course syllabus if students' images may appear on video. Instructors are also advised to provide accommodation for students who do not wish to appear in class recordings.

Example: This course employs lecture capture technology to record class sessions. Students may occasionally appear on video. The lecture recordings will be available to you for study purposes and may also be reused in future course offerings.

No notification is needed if only audio and slide capture is used or if the video only records the instructor's image. However, the instructor is encouraged to let students know the recordings will be available to them for study purposes.

Class Recordings & Student Likenesses

Synchronous (live) sessions in this course may be recorded for students enrolled in this class section who cannot attend in person. 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.

Chosen Names

A chosen name is a name that a person goes by that may or may not match their legal name. If you have a chosen name that is different from your legal name and would like that to be used in class, please let the instructor know. Below is a list of resources for updating your chosen name at UNT.

- [UNT Records](#)
- [UNT ID Card](#)
- [UNT Email Address](#)
- [Legal Name](#)

**UNT eulDs cannot be changed at this time. The collaborating offices are working on a process to make this option accessible to UNT community members.*

Pronouns

Pronouns (she/her, they/them, he/him, etc.) are a public way for people to address you, much like your name, and can be shared with a name when making an introduction, both virtually and in-person. Just as we ask and don't assume someone's name, we should also ask and not assume someone's pronouns. You can [add your pronouns to your Canvas account](#) so that they follow your name when posting to discussion boards, submitting assignments, etc.

Below is a list of additional resources regarding pronouns and their usage:

- [What are pronouns and why are they important?](#)
- [How do I use pronouns?](#)
- [How do I share my pronouns?](#)
- [How do I ask for another person's pronouns?](#)
- [How do I correct myself or others when the wrong pronoun is used?](#)

Academic Support & Student Services

Mental Health

UNT provides mental health resources to students to help ensure there are numerous outlets to turn to that wholeheartedly care for and are there for students in need, regardless of the nature of an issue or its severity. Listed below are several resources on campus that can support your academic success and mental well-being:

- [Student Health and Wellness Center \(https://studentaffairs.unt.edu/student-health-and-wellness-center\)](https://studentaffairs.unt.edu/student-health-and-wellness-center)

- [Counseling and Testing Services](https://studentaffairs.unt.edu/counseling-and-testing-services) (<https://studentaffairs.unt.edu/counseling-and-testing-services>)
- [UNT Care Team](https://studentaffairs.unt.edu/care) (<https://studentaffairs.unt.edu/care>)
- [UNT Psychiatric Services](https://studentaffairs.unt.edu/student-health-and-wellness-center/services/psychiatry) (<https://studentaffairs.unt.edu/student-health-and-wellness-center/services/psychiatry>)
- [Individual Counseling](https://studentaffairs.unt.edu/counseling-and-testing-services/services/individual-counseling) (<https://studentaffairs.unt.edu/counseling-and-testing-services/services/individual-counseling>)

Additional Student Support Services

- [Registrar](https://registrar.unt.edu/registration) (<https://registrar.unt.edu/registration>)
- [Financial Aid](https://financialaid.unt.edu/) (<https://financialaid.unt.edu/>)
- [Student Legal Services](https://studentaffairs.unt.edu/student-legal-services) (<https://studentaffairs.unt.edu/student-legal-services>)
- [Career Center](https://studentaffairs.unt.edu/career-center) (<https://studentaffairs.unt.edu/career-center>)
- [Multicultural Center](https://edo.unt.edu/multicultural-center) (<https://edo.unt.edu/multicultural-center>)
- [Counseling and Testing Services](https://studentaffairs.unt.edu/counseling-and-testing-services) (<https://studentaffairs.unt.edu/counseling-and-testing-services>)
- [Pride Alliance](https://edo.unt.edu/pridealliance) (<https://edo.unt.edu/pridealliance>)
- [UNT Food Pantry](https://deanofstudents.unt.edu/resources/food-pantry) (<https://deanofstudents.unt.edu/resources/food-pantry>)

Academic Support Services

- [Academic Resource Center](https://clear.unt.edu/canvas/student-resources) (<https://clear.unt.edu/canvas/student-resources>)
- [Academic Success Center](https://success.unt.edu/asc) (<https://success.unt.edu/asc>)
- [UNT Libraries](https://library.unt.edu/) (<https://library.unt.edu/>)
- [Writing Lab](http://writingcenter.unt.edu/) (<http://writingcenter.unt.edu/>)

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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