Nonprofit and Government Communications

MMC 6936
Academic Term: Fall 2020
3 Credit Hours

Instructor

Name: Sylvia Gethicker, MMC

Email Address: spgethicker@ufl.edu or send message via Canvas

Office Phone Number and Times: (703) 623-1048 - Please call or text anytime for most expedient communication results.

Virtual Office Hours: Zoom or Messenger video conferencing office hours available seven days a week (including holidays for the convenience of students) by sending a text message, Canvas or UFL email with several suggested periods of availability.

Teaching Assistants

N/A

Course Description & Prerequisites

In this course, students will learn how to determine client needs, advise executives, create innovative tactics, coordinate partnerships, and team engagement for non-profit organizations and governments. The course specializes in building awareness for organizations committed to integral domestic or worldwide support in humanitarian assistance, environmental/wildlife advocacy, government services, social justice, disaster relief, health/human services, ethical economic practices, and education progression. The students will learn to navigate through the nonprofit and government landscapes for successful strategic communication plan development, as well as manage clients.

Course Pre-Requisites / Co-Requisites

Prerequisites: None

Course Delivery Mode & Time Commitment

This is a fully online course and you must log into Canvas with your Gatorlink username and password to access the materials and assignments. The course is organized into weekly modules with due dates for graded elements as well as a non-graded video introduction and course critique (GatorEval). Unless otherwise specified, each module begins on

Monday at 12:00 AM, ET, and ends on Sunday at 11:59 PM, ET. The course begins with the Course Orientation (**START HERE**) instructions which are located on the home page of the course and designed to familiarize you with full details of the course, resources and expectations.

Time Commitment
Expect to spend between 10 to 20 hours per week, per course, watching or attending lectures, reading, working on assignments and projects, and engaging in discussions.

Meeting Times

No roll call or general attendance is necessary in the distance learning online virtual course environments.
However, there are two live lectures you are highly encouraged to attend on Mondays at 8 p.m. during Weeks 7 and 12. You are required to attend the evening your final presentation is scheduled during the final week of the course from 8-10 p.m. A full schedule with corresponding dates is available within this course's Canvas Calendar and Dashboard.

Course-Level Overall Objectives

Upon successful completion of this course, students will be able to:
1.   Differentiate between the not-for-profit and business sector communication requirements. (CO: 1)
2.   Explain why the U.S. government leads in communication innovation and practices. (CO: 2)
3.   Develop a strategic communication plan. (CO: 3)
4.   Identify leadership practices and process to circumvent communication challenges. (CO: 4)
5.   Create tactical strategies into a communication plan. (CO: 5)
6.   Incorporate a strategic plan for a branding initiative. (CO: 6)
7.   Develop an awareness communications program. (CO: 7)
8.   Prepare a communication plan for largescale forums. (CO: 8)
9.   Explain how to utilize combined partnership assets. (CO: 9)
10.   Identify associations for professional opportunities. (CO: 10)
11.   Explain how to improve social media engagement. (CO: 11)
12.   Create an internal communications strategy for an internal workforce. (CO: 12)
13.   Evaluate websites. (CO: 13)
14.   Explain how to incorporate changes within a strategic communications plan. (CO: 14)
15.   Create promotional and awareness campaigns. (CO: 15)

(CO = Course-Level Objective)

In order to successfully reach the overall course objectives, each weekly module has a set of learning objectives that ultimately complement these overall course objectives.

Textbooks & Materials

Required Course Textbook(s)
N/A

Required Reading Material

All learning materials and information are provided in each weekly module in the Canvas course suite in the form of current articles, videos, white papers, and other pertinent information.

Minimum Technology Requirements & Computer Skills

COMPUTER REQUIREMENTS

Basic Computer Specifications for Canvas
- [Specifications](#)
- Reliable Web Browser: Login to Canvas and make sure your Internet browser is compatible.

Peripherals
- A backup option should be available to minimize any loss of work such as an external hard drive, a USB drive, cloud storage, etc.

Hardware
- Dependable computer
- Computer speakers
- Headset with microphone
- Webcam

Software
- [Microsoft Office 365](#)
  - PowerPoint is recommended for final presentation
  - WordDoc is recommended for assignments and final project production.
- [UF Apps](#) – access UF software applications from any device from any location, at any time.
- Canvas Mobile App: Download instructions for [iOS device](#) or [Android device.](#)
- [Adobe Reader](#)
- https://ufl.zoom.us/

Internet Connection
- Recommended: Broadband Internet connection with a speed of 4 Mbps or higher.
- To function properly, Canvas requires a high-speed Internet connection (cable modem, DSL, satellite broadband, T1, etc.). The minimum Internet connection speed to access Canvas is a consistent 1.5 Mbps (megabits per second) or higher.
- [Check your Internet speed here.](#)

Subscriptions, Plug-Ins, and Other Tools **(Add any additional tools such as Hootsuite, CoSchedule, etc., in this section.)**
- [Adobe Flash Player](#) (Good until the Microsoft update December 31, 2020.)
- [JAVA](#)

MINIMUM COMPUTER AND DIGITAL INFORMATION LITERACY SKILLS REQUIREMENTS

The general and course-specific computer and digital information literacy skills you must have to succeed in the course include, but are not limited to, the following:

- Accessing the Internet
- Using Canvas
- Using email with attachments
- Creating and submitting files in processing program such as Microsoft Office Tools
- Copying and pasting functions
- Downloading and installing software
- Using presentation, graphics, and other programs
- Posting and commenting in an online discussion
- Searching the University of Florida library and websites

Technical Support

In the event that you have technical difficulties with your course, please contact the UF Computing Help Desk either by filling out an online request form or calling 352-392-4357 - select option 1. The Help Desk is located on the ground floor of the Hub on the UF campus.

If your technical difficulties caused you to miss a due date, you MUST report the problem to the Help Desk and then email your instructor. Include the ticket number that you are given from the Help Desk in an email to the instructor to explain the late assignment/quiz/test.

IT Support
For all Technical assistance questions please contact the UF Computing Help Desk:
Phone: 352-392-HELP (4357)
Email: helpdesk@ufl.edu

Please Note
Your instructor is not in the position to handle technological issues or answer questions related to computer issues. If a problem of this nature arises that causes you to miss uploading an assignment to Canvas, please send the assignment as an attachment to your instructor's Canvas or Gator mail.

Course Grading Policies
Grading Criterion, Late Assignment Policy, and Expectations for Assignments, Final Presentation and Project

GRADING CRITERION

Discussion Boards (Discussion Initial Posts 22%/Discussion Classmate Replies 11% - Grade Total 33%)
Your initial post must be a minimum of 400 words and a substantive and scholarly submission. You must reply to at least two other students' posts with a 175-word minimal substantive and scholarly response each. A substantive response adds value to the discussion by bringing new ideas, research, evidence, etc. to the conversation. Responses such as "I agree," "Ditto," etc., are not acceptable replies and the rules of Netiquette must be followed. Replies are not texts with friends and proper rules of writing must be applied including citations and references (do not plagiarize).
All initial posts for each module discussion board must be submitted by Thursdays at 11:59 PM, ET, so your peers have time to respond to your initial post. Responses to peers are due by Saturdays at 11:59 PM, ET. To view the grading criteria rubric for the discussions in the course room, click the Settings icon (the 3 dots on the top-right corner) and select the *Show Rubric* button.

Six assignments (due approximately every other week) (Grade Total 36%)
Every other week you will have six required assignments during the course duration due Sundays at 11:59 p.m. Beginning in week four, assignments will have a direct correlation to your final project phased completion. For example, the Week 4 assignment will focus on your partnership selections and overall concept of your strategic communications plan. This will serve as the first rough draft of your final project with each subsequent assignment added to the final project draft. This phased approach is designed to mimic real time plan development in a professional environment with your instructor serving as your Communications Director and reviewing authority. There is no prerequisite word count for assignments.

Mid-Semester Group Module 7 event: "Conference/Symposium Communications Strategies"
One of the top focal areas for both non-profits and government agencies is hosting an annual event. An effective communication strategy is one of the most important success factors for the event and includes many promotional variables, logistical elements, and post-event measures. Students will work in assigned four-person teams to complete that week's discussion (only one consolidated initial post for team for group grade for that week's discussion). Afterwards students will individually reply to classmates following regular protocols. The group event is designed to demonstrate several organizations working in unison towards common communication goals to support a largescale event. Each member of the team will respectively represent their partnership they are featuring in their final strategic communications plan. Working in teams will simulate the brainstorming and collaboration important for successful communication partnership integration for pre-event promotion, onsite communications, and post event publicity planning. Although Assignment #4 (part of the six assignments listed above) will be prepared and graded individually, the purpose is to take advantage of a collaborative group environment to achieve expanded ideas normally only afforded within a team environment.

Oral "Pitch" Presentation/PowerPoint (Grade Total 12%)
Within the nonprofit world, and especially the government, many good plans fall by the wayside for various reasons including mediocre responses and follow through due to lackluster meetings, pitches/and or presentations. A presentation with colorful visuals, unique content and interesting data, along with your distinct delivery to teammates, leaders and partners is what adds character, enthusiasm, confidence and your signature to the finished strategic plan canvas. Each student will have 20 minutes to present their presentation to the instructor and your classmates to highlight their Government and Nonprofit Strategic Communications Plan final project. Because a pitch is usually directed at a group of people, in order for each student to receive a good cross section of feedback on the best overall perceptions and opinions, one assigned classmate will provide a written critique which your instructor will take into

consideration when determining final critique and grade. The oral pitch presentations will be scheduled during the last four evenings of the semester with five students presenting each evening from 8-10 p.m.

Final Project (Grade Total 17%)

"Government and Nonprofit Strategic Communications Plan" - The end of the course will culminate by completing a final project students will be able to use in their professional portfolio that best demonstrates each student's capabilities based on the learning objectives taught throughout the course. Having the students center the plan around a partnership will afford the experience to propose a consolidated communications plan for both a government and nonprofit client. Each student will prepare a strategic communications plan linking a nonprofit organization and government agency of your selection. The plan can be developed from the lead perspective of the nonprofit proposing the communication alliance to the government agency or written by a government agency for nonprofit consideration. As stated in the Assignments tab, the final project is designed to be completed in phases through each of the assignments.

Expectations for Writing Assignments: Writing Style

In order to meet the academic rigor and standards of a graduate program, all students are required to use the Publication Manual of the American Psychological Association (APA) 7th Edition style in their courses. The APA 7th Edition Manual has a plethora of guidelines that includes scholarly writing, publishing principles, elements and format for your papers, writing style and grammar, bias-free language guidelines, mechanics of style, intext citing and references, etc. For additional information on notable changes, see changes between APA 6th Edition and APA 7th Edition.

Your grade will be calculated based on the following:

Discussions/Assignments/Assessments	Total Points	Weight (%)
Course Orientation: These assignments are required; however, they do not count towards the final grade. • Student Introduction Video • Course Evaluation	0	0%
11 Discussion Initial Posts (one per weekly module) • Worth up to 2 points each.	22	22%
22 Discussion Classmate Replies (two per weekly module) • Worth up to 1/2 point each	11	11%
6 Written Assignments • Worth up to 6 points each	36	36%
1 Final Oral Presentation with PowerPoint • Worth up to 12 Points (Oral Presentation 6 pts; PowerPoint 6 pts)	12	12%
1 Critique of Assigned Classmate of Oral Presentation/PowerPoint	2	2%
1 Final Project • Worth up to 17 points	17	17%

TOTAL	100	100%

Grade	Percentage
A	92.5-100%
A-	89.5-92.4%
B+	86.5-89.4%
B	82.5-86.4%
B-	79.5-82.4%
C+	76.5-79.4%
C	72.5-76.4%
C-	69.5-72.4%
D+	66.5-69.4%
D	62.5-66.4%
D-	59.5-62.4%
E	0 – 59.4%

The only passing grades for graduate students are A, A-, B+, B, B-, C+, C, and S. Grades of B-, C+ or C count toward a graduate degree if an equal number of credits in courses numbered 5000 or higher have been earned with grades of B+, A- and A, respectively. Grade points are not given for S and U grades; S and U grades are not used to calculate grade point averages. All letter-graded courses eligible to count toward the graduate degree, except 1000- and 2000-level courses, are used to calculate the cumulative grade-point average. Letter grades of C-, D+, D, D- or E are not considered passing at the graduate level, although the grade points associated with these letter grades are included in grade point average calculations. See the UF grading policy for more information.

LATE ASSIGNMENT POLICY

Late assignments will not be accepted unless it is a University excused absence as stated in the attendance policies. *No late work will be accepted for final projects due to the university grading deadlines.* If potential issues arise concerning submitting final work, students should contact their instructors as far in advance before deadlines to discuss the options to include an Incomplete Grade Contract.

1. Late Assignment Grade Reductions
   a. 0-24 Hours Late: 10% reduction in grade.
   b. Over 24 Hours (24 hours and 1 minute) to 7 Calendar Days Late: 20% reduction in grade.
   c. After the 7th Calendar Day: Work will not be accepted.
2. Discussions cannot be accepted once a week's module is completed at 11:59 p.m. each Sunday.

EXPECTATIONS FOR ASSIGNMENTS

- **Lectures and Reading/Learning Materials**
  It is the responsibility of every student to view all the weekly lectures and course materials in a timely manner, and prior to initiating each applicable module's discussion post, classmate replies and assignments. It is also

highly advised that you read your instructor's weekly update prior to reviewing that week's lecture and learning materials for special instructions, tips and unexpected changes and/or schedule updates that may be necessary from time to time.

- **Live Virtual Meetings**
  Live lectures are available during weeks 7 and 12 as a resource and forum to ask any questions in real time, especially for the group event as well as the final oral presentation or final project. A recording of the lecture will be provided directly afterwards.

- **Course Evaluation**
  Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online via GatorEvals. Guidance on how to give feedback in a professional and respectful manner is available at https://gatorevals.aa.ufl.edu/students/. Students will be notified when the evaluation period opens, and can complete evaluations through the email they receive from GatorEvals, in their Canvas course menu under GatorEvals, or via https://ufl.bluera.com/ufl/. Summaries of course evaluation results are available to students at https://gatorevals.aa.ufl.edu/public-results/.

Accessibility Policy

Students requiring reasonable access to services and resources required by the Americans with Disabilities Act of 1990, Section 504 of the Rehabilitation Act of 1973, and other applicable federal and state regulations, please access UF Accessibility for all options available to you. Once registered, students will receive an accommodation letter which must be presented to the instructor when requesting accommodations. Please register early!

Contact Information
- For ADA questions: Dr. Russ Froman, rfroman@ufl.edu , Phone: 352 - 273-1094
- Disability Resource Center: Gerry Altamirano, galtamirano@ufl.edu , Phone: 352 - 392-8565
- Electronic Information Technology & Communication Accessibility: Anne Allen, alallen@ufl.edu , Phone: 352-8712707
- For persons with hearing or speech related accessibility needs: When trying to access an office on campus that does not list a TDD/TTY number, contact the Florida Relay Service at 800-955-8771(TDD) or 711 (V/TDD).

Accessibility Resource Center
University of Florida
PO Box 114085
Gainesville, FL 32611-4085
Phone: 352-392-8565
Email: accessuf@dso.ufl.edu

Address
Environmental Health and Safety Administrative Offices
916 Newell Dr
Gainesville, FL 32603

For more information, see UF's [Electronic Information Technology Accessibility (EITA) Policy](#).

Communication Policy

EXPECTATIONS FOR STUDENTS

Announcements
You are responsible for reading the weekly announcement posted in the announcements section that is posted in conjunction with the beginning of each week's module.

Email
You are responsible for reading any course email from your instructor or UF advisors and respond in a timely manner when applicable.

Video Conferencing
You are highly encouraged to attend live course video conference meetings. In the case of the final presentation—you must attend in order to fulfill the grading requirement. At all times you are expected to demonstrate proper decorum, netiquette and communication etiquette to your classmates and instructor.

Course-Related Questions
The instructor will post course-related answers generated by questions from students to the Q&A forum discussion board. This allows other participants who may have a similar question to benefit from the responses.

INSTRUCTOR'S PLAN FOR CLASSROOM RESPONSE TIME AND FEEDBACK

Contact Policy
If you have any questions, please text, call or email the instructor. Except for holidays, and University breaks, the instructor will typically respond as soon as available. For your convenience, FAQs are posted on the Canvas course home page.

Assignment Feedback Policy
The instructor will provide feedback on submitted assignments usually no later than 72 hours of the submission date. Depending upon the class size, some assignments may require a longer review period, which the instructor will communicate in the weekly announcement or emails when necessary.

Course-Related Questions Policy
Even during weekends and holidays, the instructor will generally be available to answer questions within 24 hours.

Video Conferencing
The instructor will provide links within the lecture and announcements module for scheduled class video conferencing or recorded lectures.

Electronic Communication Policy
In addition to the University's policy, please consider the following:
- Privacy, confidentiality, and security in all electronic communications. See [Information Security](#).

- All electronic communication resources must be used for the course and in alignment with to the CJC Online and University mission. See the Acceptable Use Policy.
- Prohibited use of false identity, false identity pseudonyms, or anonymous (sender's name or electronic identification is hidden).
- Prohibited online access without consent.
- Prohibited disruption of services including introducing computer contaminants (viruses).
- Prohibited harassment of any kind.

Privacy

When the course includes live synchronous meetings/lectures, the class sessions will all be audio/visually recorded for students in the class to reference and/or for those unable to attend in real time. Students who participate with their camera engaged or utilize a profile image are agreeing to have their video or image recorded. If you are unwilling to consent to have your profile or video image recorded, be sure to keep your camera off and do not use a profile image. Likewise, students who un-mute during class and participate orally are agreeing to have their voices recorded. If you are not willing to consent to have your voice recorded during class, you will need to keep your mute button activated and communicate exclusively using the "chat" feature, which allows students to type questions and comments live. These lectures are for enrolled students only and not posted for public access.

Please see UF's Information Technology policies for additional information.

Select CJC and University Policies and Guidelines

Academic Integrity Policy

UF students are bound by The Honor Pledge which states, "We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honor and integrity by abiding by the Honor Code." Refer to the Student Honor Code to be familiar with a number of behaviors that are in violation of this code and the possible sanctions. Furthermore, you are obligated to report any event that facilitates academic misconduct to the appropriate personnel. If you have any questions or concerns, please consult with the instructor or TA's in this class.

Netiquette

Casual style of communication is commonly found in the online environment and students are sometimes tempted to relax their grammar, word choice, syntax (arrangement of words to create well-formed sentences), writing mechanics capitalization, punctuation, and spelling), and/or professionalism. Keep in mind when communicating with others to be courteous, civil, respectful, and professional. Please remember that as adult students and professionals—your communication must be appropriate.

Online Attendance Policy

Since the course is online, it is suggested to access your course at least four times per week to ensure you do not miss pertinent postings, messages, or announcements. It is imperative that you meet course deadlines and stay active in discussion boards, group projects, etc. If you are experiencing a major illness, absences due to University duties, or other large-scale issues, contact the instructor and your advisor immediately.

Students are responsible for meeting all academic objectives as defined by the instructor. In general, acceptable reasons for absences include illness, serious family emergencies, special curricular requirements, military obligation, severe

[weather conditions](#), [religious holidays](#), and participation in official University activities. Absences from class for court imposed legal obligations (e.g., jury duty or subpoena) must be excused. [Excused absences](#) must be consistent with university policies in the Graduate Catalog and require appropriate documentation. For additional information, see the [attendance policies](#).

Plagiarism

Plagiarism is unacceptable; especially, in the academic communities. All academic work must be an original work of your own thought, research, or self-expression. Plagiarism includes, but is not limited to, prohibited collaboration, consultation, submission of academic work that has been purchased or obtained (see the [UF Policy: Student Conduct Violation](#)). Remember that plagiarism is not acceptable in any of your work including all discussion board posts, journal entries, wikis, and other written and oral presentation assignments. Always cite your sources!

Software Use

All faculty, staff, and students of the University are required and expected to obey the laws and legal agreements governing software use. Failure to do so can lead to monetary damages and/or criminal penalties for the individual violator. Because such violations are also against University policies and rules, disciplinary action will be taken as appropriate. We, the members of the University of Florida community, pledge to uphold ourselves and our peers to the highest standards of honesty and integrity.

Notification to Students of FERPA Rights

There are federal laws ([FERPA](#)) protecting your privacy with regards to grades earned in courses and on individual assignments.

Student Guidelines for Course room Challenges

Students with questions regarding any course procedures or content such as schedules, assignments, assessments, instructional materials, lectures, meetings, course objectives, course module objectives, or other areas of the course, please adhere to the following guidelines:

1. You should first watch the course orientation recording from your instructor which will give you a perspective on all the guidelines that will help you succeed at mastering the course.
2. Afterwards, completely familiarize yourself with the course Canvas site which provides a complete calendar and schedule of all deadlines for each graded event. The calendar also offers a dashboard preview on the next several graded events which are sequentially due during the next seven days. The Canvas Course home page is set up to be a quick guide and roadmap to streamline the ease of progressing through the course, complete with Frequently Asked Questions and other more relevant, in-depth information.
3. Your course is purposely broken down into easy to follow, digestible weekly modules in order to help you focus on that week's objectives, lecture, learning materials, discussions and assignments. Each module generally opens and is accessible several days prior to the beginning of each new module. However, if you need to have a module opened earlier to accommodate special scheduling circumstances to enable you to work ahead—please contact your instructor who will be happy to assist you.
4. If you need further clarification on any of the provided guidelines or coursework—please don't hesitate to contact your instructor. If after meeting with the instructor you are still not clear on the course assignments, assessments, materials, lectures, meetings, etc., then the next step would be to contact online advising (onlineadvising@jou.ufl.edu) for additional guidance.

Video Conferencing Etiquette

Video conferencing is an excellent tool to interface with your peers and instructor(s) and there are also netiquette expectations to ensure that all participants are respected and treated with civility. Please make sure that you follow all of the netiquette and etiquette expectations including the following:

1. Be punctual and courteous.
2. Position your camera at eye level with good lighting.
3. Show respect and professionalism by dressing business casual or business professional.
4. Make sure your background is in a proper setting with minimal distractions.
5. Mute your microphone when you are not speaking.

Writing Style

In order to meet the academic rigor and standards of a graduate program, all students are required to use the Publication Manual of the American Psychological Association (APA) 7th Edition style in their courses. The APA 7th Edition Manual has a plethora of guidelines that includes scholarly writing, publishing principles, elements and format for your papers, writing style and grammar, bias-free language guidelines, mechanics of style, intext citing and references, etc. For additional information on notable changes, see changes between APA 6th Edition and APA 7th Edition.

Academic and Student Resources

Academic Resources

- One UF Student Portal – Course registration, final grades, transcript requests, degree audit.

- GatorEvals – Online faculty evaluations and results.

- UF Bookstore: Phone: 352-392-0194, Email: ufbookstore@bsd.ufl.edu

- Library Support: Various ways to receive assistance with respect to using the libraries or finding resources. UF Library Services for Distance Students
  Ask a Librarian – chat with librarians online.
  CJC Librarian - April Hines, Phone: 352-273-2728, Email: aprhine@uflib.ufl.edu.
  Course Reserves: Electronic resource reserve items that can be accessed via links or files.

- Copyright Concerns of Graduate Researchers: Information and resource guide on copyright concerns.

- Teaching Center: General study skills and tutoring. Broward Hall, Phone: 352-392-2010 or 352-392-6420.

- Writing Studio: Provides one-on-one consultations and workshops tailored to specific classes (graduate and undergraduate). 302 Tigert Hall, Phone: 352-846-1138.

- Online Student Complaints: This process is designed to make every attempt to resolve student complaints within its academic and administrative departments at the program level.

- [Information for Veterans](#): Veterans Affairs Certification: Phone: 352 - 294-2948

Student Resources

- [Graduate Student Resources](#): Available resources for graduate students. Your advisors are here to support you, answer questions, help with registration, and other sources. Email onlineadvising@jou.ufl.edu.

- [U Matter, We Care](#): If you or a friend is in distress, please contact umatter@ufl.edu or Phone: 352-294-2273 so that a team member can reach out.

- [Counseling and Wellness Center](#): [3190 Radio Road, Gainesville, FL 32611](#) [Phone: (352) 392-1575](#), [Fax: (352) 273-4738](#)

- [Sexual Violence Response](#): Victim services, Care Area, UF Police Department, and Title IX.

- [University Police Department](#): Resources available include the Office of Victim Services and Community Services Division. Emergency: 9-1-1; Non-Emergency: 352-392-1111.

- [Gator Connect](#): Online database of student organizations.

- [Career Connection Center](#): Career assistance and counseling. Reitz Union, Phone: 352-392-1601.

- [Veteran Services](#): Office of Student Veteran Services, Phone: 352-294-2948, email: vacounselor@ufl.edu. |Collegiate Veterans Success Center, Phone: 352- 294-7215, email: charlotte.kemper@va.gov.

- [Student Financial Affairs:](#) Financial aid counseling including Aid-a-Gator program. Phone: 352-392-1275.

- [Student Success Coach](#): Meet with a graduate student coach that can support you in numerous ways during your time in graduate school, such as time and stress management, motivation, organization, and much more.

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The instructor reserves the right to adjust this syllabus, as necessary.