



Course Title

MMC5708
Academic Term: Spring 2021
3 Credit Hours

Instructor

Name: Ophir Lehavay

Email Address: olehavy@jou.ufl.edu

Office Phone Number and Times: By appointment. Please email me in advance to coordinate. We can meet via Zoom, Skype, or phone.

Virtual Office Hours: I am available on Mondays, Tuesdays, and Fridays between 1:30 and 4:00 pm EST and other times as needed. Reach out to me to coordinate.

Teaching Assistants: N/A

Course Description & Prerequisites

This course focuses on the dynamic and rapidly changing field of intercultural communications by providing the students with the foundational knowledge needed for strategic communications. Students will work on a semester long project concentrating on current topics using various intercultural communications methods related to a specified global problem. This project will bring theory into practice to help the students with problem solving skills.

Course Pre-Requisites: 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 modules with due dates. 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) Module, which will familiarize you with the course.

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.

Course-Level Objectives

Upon successful completion of this course, students will be able to:

1. Discuss complex intercultural world problems. (CO: 1)
2. Analyze cultural research. (CO: 2)
3. Discuss how to apply intercultural communication best practices. (CO: 3)
4. Compose a human-interest story addressing current global challenge.
5. Create a video blog on current global challenge. (CO: 4)
6. Compose an article about intercultural communications. (CO: 5)
7. Evaluate personal cultural history, verbal, and non-verbal behaviors. (CO: 6)
8. Modify communications content to engage intercultural audiences. (CO: 7)
9. Use intercultural communications tactics. (CO: 8)
10. Create customized messages. (CO: 9)
11. Create written solutions to current global challenges. (CO: 10)

(CO = Course-Level Objective)

Textbooks & Materials

Required Course Textbook(s)

Martin, J. N., & Nakayama, T. K. (2018). *Intercultural communications in contexts* (7th ed.). McGraw Hill Education.

- ISBN-10: 0073523933
- ISBN-13: 978-0073523934

Recommended Textbook(s)

American Psychological Association. (2020). *Publication manual of the American Psychological Association: The official guide to APA style* (7th ed.).

- ISBN-13: 978-1433832161
- ISBN-10: 143383216X

[Changes in the APA 7th Edition](#)

Publisher Materials

N/A

Course Reserves

N/A

Minimum Technology Requirements & Computer Skills

COMPUTER REQUIREMENTS

Basic Computer Specifications for Canvas

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- [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](#).
- [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

- [Medium](#)
- [Canva](#)
- [Adobe Spark](#) (recommended video editing software); you can also use iMovie or Microsoft's Movie Maker 10.
- [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.
- Installing and using a camera and microphone to record a video.
- Accessing and using content creation and sharing websites such as Canva and Medium. The course will provide some guidance, and you can also use Help articles provided on the site.

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 able to handle technological issues or answer questions related to computer issues. If a problem of this nature arises that causes you to miss an assignment, you must provide your Help Desk ticket number to the instructor in order to receive an extension.

Course Grading Policies

Grading Criterion, Late Assignment Policy, and Expectations for Assignments

GRADING CRITERION

The course includes three types of assignments: In the News Discussion Posts, a Blog and Social Media Project, and Peer Review.

In the News Discussion Boards (Total 40%)

Your initial post must be a substantive and scholarly submission. You must reply to at least two other students' posts and your instructor with a substantive and scholarly response. A substantive response adds scholarly 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 Fridays at 11:59 PM, ET, so your peers have time to respond to your initial post. Responses to peers are due by Sundays 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.

You are required to cite sources properly and use quality news sources. Examples include but are not limited to: *The*

New York Times, The Washington Post, BBC, NPR, The Wall Street Journal, The Economist, The New Yorker, The Associated Press, Reuters, Bloomberg News, Foreign Affairs, The Atlantic, major news networks, and Politico. If you are interested in following a specific source but are unsure if it qualifies as a quality source, please consult with the instructor.

Blog and Social Media Project (Total 60%: proposal and reflection 5%; first draft 15%; peer review 10%; final 30%)

In this course, you are learning how to apply best practices in intercultural communications in 'real' situations in the global workplace. You will practice applying these best practices by creating a blog that will demonstrate your ability to execute verbal, nonverbal, and written communications for diverse and/or target audiences. The subject for the blog should focus on using intercultural communications techniques to solve the semester's Global Problem. You will receive further information on this semester's global problem in the course orientation on Canvas.

The creation of the blog will be broken down into 6 distinct assignments. Assignments can include research, submitting a first draft for peer review, peer review, revising and submitting a final draft, creating mock social media posts, and posting a final product on Medium – an online publishing platform. Students may choose to publish and make their blog posts public or keep private for class purposes only.

Assignments related to Blog and Social Media Project:

1. Personal reflection and creating a Medium profile (complete or incomplete)

In the first part of this project, students will research and respond to guiding questions on their own personal cultural identity. The purpose is to raise awareness of one's own communication behaviors and use this information to appropriately accommodate verbal and nonverbal communications in intercultural settings. This personal reflection is private and will only be viewed by the instructor.

The second part of this project is for public viewing and review. Students will register and create their personal profile for future blog postings on Medium. Students will provide feedback on public profiles using peer review.

2. Project proposal (complete or incomplete)

Students will submit a proposal for the global problem they will cover this semester. Assignment directions can be found in Canvas under Project Proposal. The instructor will provide an explanation of the project and assignment in the course orientation video as well.

3. Research: target audience, messaging, and social media

For this assignment, students will choose and research a country and target audience for their communications on the semester's Global Problem topic. The students should research the components of intercultural communication discussed in the class: history, identity, culture, language, media and social media, and environmental variables. Students will research their target audience and decide upon an appropriate social media platform to create mock or real social media posts for parts assignments 4, 5, and 6. In preparation for blog content creation, students will research and develop messaging for their target audience.

Students should use the resources provided in class readings and lectures, as well as additional resources, when conducting research.

4. Blog and Social Media: Human-interest story

Students will research and write a human-interest story to engage readers in the semester's Global Problem they are solving. Students may interview people for this assignment, but they must first receive written consent from their

subject. To increase awareness of their story, students will create mock social media posts for their target audience. Peer review is required.

5. Video, blog, script, and social media: Awareness, acceptance, and action

Students will create a video to raise awareness and motivate their audience to take action on this semester’s Global Problem. This assignment includes creation of a video, writing complementary text for the blog platform, and writing a script. Students are encouraged to creatively engage their audience while taking into consideration digital storytelling best practices. Students will write a first draft, record their video, and conduct a peer review in Canvas. To increase awareness of their video, students will create mock social media posts for their target audience. To record a video, students may use their smartphone or a webcam and microphone if using a PC or Mac for footage of themselves. Students may use Adobe Spark, iMovie, or Windows Movie Maker 10 to edit the video and add B-roll (text, photos, video reel, voiceover, etc.). Students will be graded on research, storytelling, content creation, narration, and use of nonverbal communication. Students must cite sources for all content, video, and photos used. Although video requires proper lighting and sound, students will not be graded on these technical components. Peer review is required.

6. Blog and social media: Thought leadership article

Students will research and write a thought leadership article to inform audiences on ways that intercultural communications can be used to help solve global problems. To increase awareness of their article, students will create mock social media posts for their target audience. Peer review is required.

Peer review:

Quality content is imperative in the field of communications. Reviewing others’ work and receiving feedback helps to ensure that content is of the highest quality. In the classroom, acting as a peer reviewer also provides an opportunity to read others work and learn from your peers.

Your grade will be calculated based on the following:

Assignments/Assessments	Points	Weight (%)
Course Orientation: These assignments are required; however, they do not count towards the final grade. <ul style="list-style-type: none"> • Student Introductions • Course Introduction video • Course Evaluation 	0	0%
6 Discussions <ul style="list-style-type: none"> • Worth up to 100 points each. 	600	40%
6 Blog Project Assignments <ul style="list-style-type: none"> • First drafts (3); worth up to 100 points each. • Peer reviews (4); worth up to 100 points each • Final (4); worth up to 100 points each. • Project proposal, personal reflection, and Medium Profile (first draft and final); complete or incomplete. 	300 400 400 C/IC	15% 10% 30% 5%
TOTAL	1700	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 or work due in the final week of class due to the university grading deadlines.** If potential issues arise concerning submitting final work, students should contact their instructors before deadlines to discuss the possibility of 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. Late Discussions will not be accepted.

EXPECTATIONS FOR ASSIGNMENTS

- **Missed Live Lectures**
In courses where there are live weekly or bi-weekly lectures, a recording of the lecture will be provided if you cannot attend. You will be responsible to "make-up" the missed lecture by viewing the recorded lecture and completing a required assignment. (If applicable, state the nature of the assignment (a written synopsis, video synopsis, outline, reaction paper, etc.).
- **Missed Live Virtual Meetings**
In courses where there are live virtual meetings (mandatory or optional), a recording of the meeting will be provided if you cannot attend. You will be responsible to view the recorded meetings. In missed mandatory meetings, the instructor may require that you complete an assignment.
- **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- 871-2707
- 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](mailto: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 (Revise, as necessary.)

Announcements

You are responsible for reading all announcements posted in the courseroom each time you log in.

Email

You are responsible for reading all your course email and responding in a timely manner (within 24 hours).

Video Conferencing

You are responsible for attending course video conferencing meetings. If you cannot attend the video conferencing meeting, please advise the instructor and/or your team at least 24 hours in advance (exceptions can be made for legitimate emergencies). You are expected to demonstrate netiquette and etiquette communication expectations.

Course-Related Questions

Post course-related questions to the FAQ discussion board. This allows other participants with the same question to benefit from the responses. Also, make sure you review this forum prior to posting a question. Someone may have already asked and answered the question in previous posts.

INSTRUCTOR'S PLAN FOR CLASSROOM RESPONSE TIME AND FEEDBACK

Email Policy

Except for weekends, holidays, and University breaks, the instructor will typically respond to emails within 48 hours. You should ask course-related questions in the FAQ discussion board. If you have questions of a personal nature, please email the instructor.

Assignment Feedback Policy

The instructor will provide feedback on submitted assignments within one week of the submission date. Some assignments may require a longer review period, which the instructor will communicate to you.

Course-Related Questions Policy

Except weekends and holidays, the instructor will generally answer questions within 48 hours.

Video Conferencing

The instructor will provide any information on required video conferencing within the courseroom.

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

If your course includes live synchronous meetings, the class sessions will all be audio visually recorded for students in the class to refer back and for enrolled students who are unable to attend live. 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.

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.” The [Student Honor Code](#), Violation of the Student Honor Code, specifies a number of behaviors that are in violation of this code and the possible sanctions. Furthermore, you are obligated to report any condition 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 you are adult students and professionals—your communication must be appropriate.

Online Attendance Policy

Since the course is online, you should 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 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 Courseroom Challenges

Student with questions regarding course content such as 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 *approach the faculty member who is teaching the course* to ask for clarifications regarding the course assignments, assessments, materials, lectures, meetings, etc.
 - i) In the Course Orientation Module, you will find the Frequently Asked Questions (FAQ) page which has been placed there for the purpose of addressing course questions, issues, and challenges.
 - ii) In the Course Orientation Module Welcome page, under Meet your Instructor, you find the faculty members email and directions for requesting an appointment where you can address any concerns and/or questions.
2. If after meeting with *the faculty member teaching the course* 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. No smoking or drinking alcoholic drinks.
5. Make sure your background is in a proper setting with minimal distractions.
6. 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: aprhone@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.



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