

## MMC 6939: Introduction to Public Interest Communication

**Academic Term: Summer 2021**

**3 Credit Hours**

### **Instructor**

Name: Dr. Samuel Snyder

Email Address: [ssnyder@ufl.edu](mailto:ssnyder@ufl.edu)

Office Phone Number and Times: (907)-903-5811 –Office hours scheduled by Zoom

Virtual Office Hours: By Appointment (Many of you are working and have other obligations; therefore, I am happy to work around your schedules, please just give me 24-hour's notice before any appointment you want to schedule).

### **Teaching Assistants**

- N/A

## Course Description & Prerequisites

Effective communication is the accelerant on the fire of social change. Public interest communications is a form of strategic communication through which organizations take on specific communication objectives that will have a benefit to society. This benefit transcends the particular interest of any single organization undertaking a campaign or communications effort. The skills and qualities of those who work in public interest communications are not unlike those of people who work in public relations. In fact, the fields differ more in purpose than in form: while public relations tends to take on the interests of a single corporation or entity, public interest communications tends to take on causes that affect the health, safety, and well-being of a community or population. Public interest communications is a large, complex, and interdisciplinary field. This course will focus on providing an introduction to the principles and fundamentals of this emerging discipline. By the end of the semester, students will understand the foundations of the evolving field that is public interest communications through the analysis and evaluation of the six spheres through which we can drive social change, the strategic planning process for effective social change communications campaigns, and the tools, qualities, and tactics that utilize a unique approach beyond regular communications that make these campaigns powerful.

**Course Prerequisites / Co-Requisites:** None

**Credit Hours:** 3

## 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. Describe the role of communications in driving social change. (CO: 1)
2. Critique a strategic communications plan for social change efforts. (CO: 2)
3. Determine how to use and combine the six spheres through which communicators work to achieve change: policy, media, social marketing, the market, activism, and communities of influence. (CO: 3)
4. Establish a professional network of experts who are leading and defining the field. (CO: 4)
5. Develop the skills to interpret and incorporate fundamental changes in how we communicate as a society and their implications for this field. (CO: 5)
6. Utilize a framework for the skills and qualities associated with effective communication for social change. (CO: 6)
7. Begin planning for a career in Public Interest Communications. (CO: 7)
8. Understand the role of research in designing for change. (CO: 8)

(CO = Course-Level Objective)

## Textbooks & Materials

### Required Course Textbook(s)

Heimans, J, & Timms, H. (2017). *New power: How power works in our hyperconnected world—and how to make it work for you*. New York, NY: Penguin Random House LLC

- ISBN: 9780385541114
- ISBN: 9780385541121 (ebook)

Hersh, Eitan. (2020). *Politics is for Power: How to Move Beyond Political Hobbyism, Take Action, and Make Real Change*. New York, NY: Scribner Press.

- ISBN: 978198211678
- ISBN: 978198216804 (ebook)

### 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 7<sup>th</sup> Edition](#)

[APA 7th Edition Concise Directions](#)

[APA 7th Edition Student Paper Formatting Checklist](#)

[APA 7th Edition Student Paper Setup Guide](#)

### Publisher Materials

N/A

### Course Reserves

N/A

# 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](#).
- [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

- [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](mailto: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

##### Discussion Boards (20%)

Each week one student will be assigned to lead the class discussion. These discussion leaders will be asked to post a current campaign or news story that they think is related to PIC. In the post, leaders will be expected to analyze why they believe the campaign or event is an example of PIC and provide evidence using class content from the current week or past weeks to support their view. Students will be expected to be discussion leaders once throughout the semester. On weeks that students are not discussion leaders, they will be expected to comment on the leaders' post. Leaders for the week will then be expected to respond to their classmates' comments (facilitate online discussion). For some weeks, you may also be asked to participate in a Discussion Activity. You will need to provide a short answer related to the prompt due Friday (midnight) of that week. Peer comments will not be required for the Discussion Activity assignments but are encouraged.

##### One-on-one check in with professor (5%)

Midway through the semester, students will need to set up a one on one meeting with Dr. Snyder. The purpose of this meeting is to not only check in on class progress, but ensure that they are appropriately planning for the campaign analysis. The conversation will be short, but still necessary.

##### Twitter (5%)

In addition to creating a LinkedIn profiles, students will also be required to establish a professional Twitter presence. Twitter is an important tool for PIC practitioners in that it helps individual's network but also build credibility in the field. During the LinkedIn check-in at the beginning of the semester, students will also be expected to follow the instructor and the five PIC contacts from LinkedIn. Students will also need to follow at least ten PIC-based organizations (a list of potential organizations will be included with the assignment description). For each module, students will then need to tweet about the topic. For examples, if a student is reading *New Power*, they could tweet about a section they found interesting or a direct quote that included the author's Twitter handle.

### Book Review (15%)

Midway through the semester students will be asked to select a book from a proposed reading list to read and evaluate. Students will be expected to write a brief synopsis detailing why the book is related to PIC and then develop a brief PIC campaign surrounding the issues discussed in the book. This assignment will also serve to reinforce the power of stories and how they are effective strategic communications tools. Given that students in the class are coming from diverse backgrounds, in addition to the proposed books (which focuses on topics of education, race, and inequality), students will also be able to propose their own books for approval if there are other PIC topics that may interest them.

### Film or Podcast Review (15%)

After the module about media, one of the six spheres through which we drive change, students will write their own review of a film (documentary or feature) or podcast season based on what they learned through the *Blackfish* example discussed in class. Students will specifically focus on how the media can be used to effectively drive change. The assignment will consist of a short 3-5-page paper that gives a summary of the film or podcast, how it's related to PIC, and how the documentary/podcast engages storytelling.

### Quizzes (10%)

The quizzes will be low-stakes assignments designed to assess students' understanding of the reading materials and guest speakers.

### Campaign Analysis/Critique (30%)

For the final assessment, students will be asked to explore a social issue that matters to them. They will then need to identify an organization whose work is related to the desired issue and find a related campaign to analyze and critique using the skills developed in class. Students will be expected to explore the context, audience, message, and strategy of the campaign and present the information as an issue brief.

### 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:

Assignments/Assessments	Points	Weight (%)
<b>Course Orientation:</b> These assignments are required; however, they not count towards the final grade. <ul style="list-style-type: none"> <li>Student Introduction</li> <li>Course Evaluation</li> </ul>	0	0%
<b>Discussion Post Leader and Discussion Posts</b>	100	20%

<ul style="list-style-type: none"> <li>Worth up to 10 points each.</li> </ul>		
<b>Book Review</b> <ul style="list-style-type: none"> <li>Worth up to 75 points each.</li> </ul>	75	15%
<b>Film or Podcast Review</b> <ul style="list-style-type: none"> <li>Worth up to 50 points each.</li> </ul>	50	15%
<b>Campaign Analysis and Critique</b> <ul style="list-style-type: none"> <li>Worth up to 125 points each.</li> </ul>	250	30%
<b>Quizzes</b> <ul style="list-style-type: none"> <li>Worth up to 50 points each.</li> </ul>	250	10%
<b>Professor Check In</b> <ul style="list-style-type: none"> <li>Worth up to 10 points each.</li> </ul>	20	5%
<b>Twitter</b> <ul style="list-style-type: none"> <li>Worth up to 10 points each.</li> </ul>	100	5%
<b>TOTAL</b>	<b>845</b>	<b>100%</b>

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 7<sup>th</sup> 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.

- **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](mailto:rfroman@ufl.edu) , Phone: 352 - 273-1094
- Disability Resource Center: Gerry Altamirano, [galtamirano@ufl.edu](mailto:galtamirano@ufl.edu) , Phone: 352 - 392-8565
- Electronic Information Technology & Communication Accessibility: Anne Allen, [alallen@ufl.edu](mailto: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

#### 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](mailto: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) 7<sup>th</sup> Edition style in their courses. The APA 7<sup>th</sup> 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 6<sup>th</sup> Edition and APA 7<sup>th</sup> 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](mailto: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](mailto:apriline@uflib.ufl.edu), Phone: 352-273-2728, Email: [apriline@uflib.ufl.edu](mailto:apriline@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](mailto:onlineadvising@jou.ufl.edu).
- [U Matter, We Care](#): If you or a friend is in distress, please contact [umatter@ufl.edu](mailto: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](mailto:vacounselor@ufl.edu).  
|Collegiate Veterans Success Center, Phone: 352- 294-7215, email: [charlotte.kemper@va.gov](mailto: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.**