

HCM580: Strategic Management in Healthcare

Credit Hours: 3

Contact Hours: This is a 3-credit course, offered in accelerated format. This means that 16 weeks of material is covered in 8 weeks. The exact number of hours per week that you can expect to spend on each course will vary based upon the weekly coursework, as well as your study style and preferences. You should plan to spend 10-25 hours per week in each course reading material, interacting on the discussion boards, writing papers, completing projects, and doing research.

Course Description and Outcomes



Course Description:

This course allows students to understand and integrate the components of organizational strategy development and execution.

Course Overview:

In this Capstone course, you will synthesize and apply what you've learned in the Masters in Healthcare Administration and Management program. The focus for this course is on the creation of a Capstone Project that's designed to integrate the components of organizational strategy development and execution. Using the provided case study, you will assess the given scenario and proposed project and make recommendations based on your assessment.

Course Learning Outcomes:

1. Articulate and define the purpose of the steps involved in the strategic planning process.
2. Master conceptual and analytical tools for assessing organizational goals, performance, change, and effective leadership that should be considered during strategic formulation.
3. Integrate theories for organizational development and change, and effective leadership and management.
4. Synthesize the functional areas of finance, human resources, information systems, and marketing in organizational analysis of healthcare environments
5. Synthesize the organizational impact of economic, political, legal, legislative, and environmental factors
6. Make appropriate strategic recommendations based in research and theory for effective organizational change in alignment with healthcare reform initiatives
7. Demonstrate research and written communication skills and the ability to adhere to specific standards.

Participation & Attendance



Prompt and consistent attendance in your online courses is essential for your success at CSU-Global Campus. Failure to verify your attendance within the first 7 days of this course may result in your withdrawal. If for some reason you would like to drop a course, please contact your advisor.

Online classes have deadlines, assignments, and participation requirements just like on-campus classes. Budget your time carefully and keep an open line of communication with your instructor. If you are having technical problems, problems with your assignments, or other problems that are impeding your progress, let your instructor know as soon as possible.

Course Materials



Textbook Information is located in the CSU-Global Booklist on the Student Portal.

Course Schedule



Due Dates

The Academic Week at CSU-Global begins on Monday and ends the following Sunday.

- Discussion Boards: The original post must be completed by Thursday at 11:59 p.m. MT and Peer Responses posted by Sunday 11:59 p.m. MT. Late posts may not be awarded points.
- Capstone Assignments: Assignments are due Sunday at 11:59 p.m. MT.
- Live Classroom: Although participation is not required, Live Classroom sessions are held during Week 2 and Weeks 5 or 6. There are two total sessions.

Week #	Readings	Assignments
1	<ul style="list-style-type: none">• Chapter 1 in <i>The Strategic Management of Health Care Organizations</i>• Srinivasan, R. (2014). Visioning: The method and process. <i>OD Practitioner</i>, 46(1), 34-41.• Rajasekar, J. (2013). A comparative analysis of mission statement content and readability. <i>Journal of Management Policy & Practice</i>, 14(6), 131-147.	<ul style="list-style-type: none">• Discussion (25 points)• Career Development Assignment (50 points)
2	<ul style="list-style-type: none">• Chapters 2 & 3 in <i>The Strategic Management of Health Care Organizations</i>• Fleurence, R. L., Forsythe, L. P., Lauer, M., Rotter, J., A., Ioannidis, J. P., Beal, A., Frank, L. & Selby, J. V. (2014). Engaging patients and stakeholders in research proposal review: The patient-centered outcomes research institute. <i>Annals of Internal Medicine</i>, 161(2), 122-130.• National Rural Health Association. (2014). What's different about rural health care. Retrieved from ruralhealthweb.org/go/left/about-rural-health• U.S. Department of Health & Human Services. (2013). The affordable care act: What it means for rural America. Retrieved from http://www.hhs.gov/healthcare/facts/factsheets/2013/09/• Miller, T. (2012). Looking for better health in all the wrong places: The road to 'equality' hits a dead end. <i>Journal of Law, Medicine, & Ethics</i>, 40(1), 33-44.	<ul style="list-style-type: none">• Discussion (25 points)• Capstone Assignment (50 points)
3	<ul style="list-style-type: none">• Chapters 4 & 5 in <i>The Strategic Management of Health Care Organizations</i>• Maeda, J., & LoSasso, A. (2011). Effect of market competition on hospital performance for heart failure. <i>American Journal of Managed Care</i>, 17(12), 816-822.• International Journal of Healthcare Management. (2014). Managing innovation in hospitals and health systems: Lessons from the Malcolm Baldrige National Quality Award winners. <i>International Journal of Healthcare Management</i>, 7(1), 21-34. doi: 10.1179/2047971913Y.0000000052.• Choudhary, A. (2012). Community hospital healthcare system: A strategic management case study. <i>Journal of the International Academy for Case Studies</i>, 18(2), 39-45.	<ul style="list-style-type: none">• Discussion (25 points)• Capstone Assignment (75 points)
4	<ul style="list-style-type: none">• Chapters 6 & 7 in <i>The Strategic Management of Health Care Organizations</i>	<ul style="list-style-type: none">• Discussion (25 points)• Live Classroom (0 points)

	<ul style="list-style-type: none"> • Van Wijngaarden, J. H., Scholten, G. M., & van Wijk, K. P. (2012). Strategic analysis for health care organizations: the suitability of the SWOT-analysis. <i>International Journal of Health Planning & Management</i>, 27(1), 34-49. doi:10.1002/hpm.1032. • Yelken, T., Kilic, F., & Ozdemir, C. (2012). The strategic planning (SWOT) analysis outcomes and suggestions according to the students and the lecturers within the distance education system. <i>Turkish Online Journal of Distance Education</i>, 13(2), 267-276. 	
5	<ul style="list-style-type: none"> • Lim, W., & Ting, D. (2012). Healthcare marketing: Contemporary salient issues and future research directions. <i>International Journal Of Healthcare Management</i>, 5(1), 3-11. doi: 10.1179/204797012X13293146890048. • Edge, J.S. & Hoffman, S. J. (2013). Empirical impact evaluation of the WHO global code of practice on the international recruitment of health personnel in Australia, Canada, UK and USA. <i>Globalization & Health</i>, 19(1), 1-19. doi: 10.1186/1744-8603-9-60. • Flores, K. & Combs, G. (2013). Minority representation in healthcare: Increasing the number of professionals through focused recruitment. <i>Hospital Topics</i>, 91(2), 25-36. doi: 10.1080/00185868.2013.793556. • Chisholm, M., Russell, D. & Humphreys, J. (2011). Measuring rural allied health workforce turnover and retention: What are the patterns, determinants, and cost? <i>Australian Journal of Rural Health</i>, 19(2), 81-88. doi: 10.1111/j.1440-1584.2011.01188.x. 	<ul style="list-style-type: none"> • Discussion (25 points)
6	<ul style="list-style-type: none"> • Chapter 8 in <i>The Strategic Management of Health Care Organizations</i> • Peisert, K. C. (2011). Struggling with strategic direction? <i>Healthcare Executive</i>, 26(6), 70–73. • Sibony, O. (2012). Collaborative strategic planning: Three observations. <i>McKinsey Quarterly</i>, 2, 94-97. 	<ul style="list-style-type: none"> • Discussion (25 points) • Capstone Assignment (75 points) • Live Classroom Option 2 (0 points)
7	<ul style="list-style-type: none"> • Chapter 9 in <i>The Strategic Management of Health Care Organizations</i> • Zuckerman, A.M. (2014). Successful strategic planning for a reformed delivery system. <i>Journal of Healthcare Management</i>, 59(3), 168-172. • Zellmer, W. A. & Walling, R. S. (2012). Pharmacy forecast 2013-2017: Strategic planning advice for pharmacy departments in hospitals and health systems. <i>American Journal of Health-System Pharmacy</i>, 69(23), 2083-2087. doi:10.2146/ajhp120488. 	<ul style="list-style-type: none"> • Program Completer Survey (25 points)
8	<ul style="list-style-type: none"> • Chapter 10 in <i>The Strategic Management of Health Care Organizations</i> • Proctor, E. K., Powell, B. J., Baumann, A. A., Hamilton, A. M. & Santens, R. L. (2012). Writing implementation research grant proposals: Ten top ingredients. <i>Implementation Science</i>, 7(1), 96-108. doi: 10.1186/1748-5908-7-96. • Cambroner, J. G., Allen, L. H., Cathcart, M. K. Justement, L. B., Kovacs, E. J., McLeish, K. R. & Nauseef, W. M. (2012). Writing a first grant proposal. <i>Nature Immunology</i>, 13(2), 105-108. doi: 10.1038/ni.2183. 	<ul style="list-style-type: none"> • Discussion (25 points) • Capstone Project (550 points)

Assignment Details



This course includes the following assignments/projects:

Module 1

CAREER DEVELOPMENT

Career Development Assignment (50 points)

Assignment Preparation:

- Go to the CSU-Global Career Center and read **Effective Job Search Strategies** and **Executing the Job Search**. Be sure to take advantage of the S.M.A.R.T. Questionnaire, the Informational Interview Worksheet, the Job Search Log, and the Career Portfolio Worksheet.
- Review **Building an Effective Resume/CV** and **Preparing for a Job Interview** in the CSU-Global Career Center.

STUDENT CAREER CENTER

Assignment:
For this career development

assignment, complete the following:

- Register and initiate a focused job search using industry key words and archive results using either the **Job Search Log**, or if possible, **Fresh Transition** in the CSU-Global Career Center.
- Use **Optimal Resume** to complete two specific activities: the resume builder and interview preparation.
- Conduct a practice interview either on your own (using flashcards with prepared questions), with the help of a friend/family member, or with a professional in your field.
- Develop a well-written two- to three-page paper that includes the following:
 - The results of your job search
 - A summary of what you learned in building a resume
 - An assessment of your experience in a practice interview, including what you learned that you can apply to a real-life interview

Always follow *CSU-Global Guide to Writing and APA Requirements* style and review the library material concerning APA style before turning in this assignment.

Module 2

CAPSTONE ASSIGNMENT (50 points)

Important Note: There are two options for the Capstone Project. If you have not already chosen an option, review the Capstone Project descriptions on the Week 8 Assignments page and choose one option. For each week's Capstone assignment, including the assignment for this week, you should do the assignment that has the same number as the option you've chosen for your Capstone Project.

Option 1: Strategic Thinking Map Outline and Reference List for Capstone Project

Ginter (2013) in *The Strategic Management of Health Care Organizations* advocated for the use of **strategic thinking maps** as a tool to assist with the different facets of the strategic planning process. Throughout this course one of the assignment options for some of the Capstone Assignments is the use of a type of strategic thinking map as a visual presentation of your points and content. The use of strategic thinking maps in case analysis as a tool for strategic planning is discussed in detail in Appendix A – Case Analysis Using Strategic Thinking Maps (pp. 415-422). Examples of these strategy maps you will use to guide your analysis are located in the following sections:

- Chapter 1, Exhibit 1-2 (p. 12) - strategic thinking map
- Chapter 6, Exhibit 6-4 (p. 212) - assessing the organization
- Chapter 7, Exhibit 7-22 (p. 297) - evaluating alternatives and strategic choice

Using the Strategic Planning Map on p. 12 (Exhibit 1-1) in *The Strategic Management of Health Care Organizations* as a guide or using another type of visual diagram, submit a visual diagram of an outline of the key parts of your Capstone Project with 8-10 references you plan to use in your Capstone Project. Your outline should include the four sections listed in the Capstone Project description (introduction, assessment, recommendation, conclusion) with sources from your reference list linked to the appropriate section.

Format your reference list according to *CSU-Global Guide to Writing and APA Requirements* style guidelines and review the library material concerning APA style before turning in this assignment.

Option 2: Outline and Reference List for Capstone Project

Submit a formal outline of the key parts of your Capstone Project with 8-10 references you plan to use in your Capstone Project. Your outline should include the four sections listed in the Capstone Project description (introduction, assessment, recommendation, conclusion), with sources from your reference list linked to the appropriate section.

Format your reference list according to *CSU-Global Guide to Writing and APA Requirements* style guidelines and review the library material concerning APA style before turning in this assignment.

Module 3

CAPSTONE ASSIGNMENT (75 points)

Important Note: There are two options for the Capstone Project. For each week's Capstone assignment, including the assignment for this week, you should do the assignment that has the same number as the option you've chosen for your Capstone Project.

Option 1: Strategic Thinking Map: Market Analysis

Use the case study provided in the Capstone Project description (provided in the Module 8 folder) to conduct a market analysis. In your market analysis, you will identify the segments (potential patients, physicians, etc.) and provide a summary of your findings.

Use the Strategic Planning Map on p. 212 (Exhibit 6-4) in *The Strategic Management of Health Care Organizations* as a guide or another type of visual diagram to develop (a) visual diagram(s) of your market analysis. Include individual diagrams or graphics for each of the key parts of your market analysis. Present your market analysis as PowerPoint slides with added presentation notes to provide a summary of your findings and support the content on the slides or other presentation/graphic format. Supporting narrative content with associated citations is required for the diagrams. The market analysis produced will be used in the final submission of your Capstone Project.

Requirements:

Your market analysis presentation should meet the following requirements:

- Be 3 to 4 slides in length, not including the title or reference slides
- Utilize headings to organize the content in your work
- Include a minimum of four references with associated in-text citations. The CSU-Global Library is a good place to find these references
- Include presentation notes in the slideshow notes for each slide to support the slide content. [Note: Do not submit the slideshow as a PDF, because the presentation notes will not be visible to the instructor.]
- Be formatted according to the *CSU-Global Guide to Writing and APA Requirements*

Option 2: Strategic Thinking Map: Market Analysis

Use the case study provided in the Capstone Project description (provided in the Module 8 folder) to conduct a market analysis. In your market analysis, identify the segments (potential patients, physicians, etc.) and provide a summary of your findings.

Develop a written report of your market analysis. Include a visual diagram of your overall market analysis using the Strategic Planning Map on p. 212 (Exhibit 6-4) in *The Strategic Management of Health Care Organizations* as a guide or another type of visual diagram. The map is to be used as a supplement for your written market analysis. The market analysis produced will be used in the final submission of your Capstone Project.

Your well-written market analysis should meet the following requirements:

- Be 3 to 4 pages in length, not including the cover, abstract (optional), or reference pages
- Utilize headings to organize the content
- Include the strategic thinking map *in addition to / or as a part of* the 3 to 4 pages of content
- Include a minimum of four references with associated in-text citations. The CSU-Global Library is a good place to find these references.
- Be formatted according to the *CSU-Global Guide to Writing and APA Requirements*

Module 6

CAPSTONE ASSIGNMENT (75 points):

Important Note: There are two options for the Capstone Project. For each week's Capstone assignment, including the assignment for this week, you should do the assignment that has the same number as the option you've chosen for your Capstone Project.

Strategic Thinking Map: Recommendations

The next component of your Capstone Project is evaluating alternatives and strategic choice as part of the Recommendations section for your analysis. Using the Capstone Project Case Study (provided in **Week 8 Assignments**) conduct an evaluation of alternatives and strategic choice pertaining to your recommendations for this project. Then for this assignment, develop a visual diagram of your recommendations section using the Strategic Planning Map on p. 297 (Exhibit 7-22) in *The Strategic Management of Health Care Organizations* or another type of visual diagram as a guide. Your recommendations should be based directly on what you outlined in your assessment and include the following:

- Strategies for intervening in potential weaknesses and threats discovered in your market and SWOT analyses
- Strategies for attracting healthcare professionals and staff
- Feasibility for development satellite clinic
- Value-adding strategies, support and resources (e.g., equipment, technology, etc.)
- Development of strategic initiatives

Consider the use of corporate-level, divisional-level, organizational-level, and unit-level strategies in your recommendations section. Include individual diagrams or graphics for each of the key parts of your recommendations section analysis. Present your recommendations as PowerPoint slides with added presentation notes to support the content on the slides or other presentation/graphic format. Supporting narrative content with associated citations is required for the diagrams.

Your well-written recommendations should meet the following requirements:

- Be 3-4 slides in length, not including the title or reference slides
- Utilize headings to organize the content in your work

- Include a minimum of four references with associated in-text citations. The CSU-Global Library is a good place to find these references.
- Be formatted according to the *CSU-Global Guide to Writing and APA Requirements*.
- Include presentation notes for each slide to support the slide content. These may be a part of the PowerPoint or in a separate Word document. [Note: if you submit this assignment as a pdf, the presentation notes are not visible to the instructor.]

Option 2:

Strategic Thinking Map: Recommendations

The next component of your Capstone Project is evaluating alternatives and strategic choice as part of the Recommendations section for your analysis. Using the Capstone Project Case Study (provided in **Week 8 Assignments**) conduct an evaluation of alternatives and strategic choice pertaining to your recommendations for this project. Your recommendations should be based directly on what you outlined in your assessment and include the following:

- Strategies for intervening in potential weaknesses and threats discovered in your market and SWOT analyses
- Strategies for attracting healthcare professionals and staff
- Feasibility for development satellite clinic
- Value-adding strategies, support and resources (e.g., equipment, technology, etc.)
- Development of strategic initiatives

Consider the use of corporate-level, divisional-level, organizational-level, and unit-level strategies in your recommendations section and include a summary of key points.

For this assignment, develop a written report of your recommendations section. Include a visual diagram of your recommendations section using the Strategic Planning Map on pp. 297 (Exhibit 7-22) in *The Strategic Management of Health Care Organizations* as a guide or another type of visual diagram. The map is to be used only as a supplement for your written recommendations.

Your well-written recommendations should meet the following requirements:

- Be 3-4 pages in length, not including the cover, abstract (optional), or reference pages.
- Utilize headings to organize the content in your work.
- Include the strategic thinking map *in addition to / or as a part of* the 3-4 pages of content
- Include a minimum of four references with associated in-text citations. The CSU-Global Library is a good place to find these references.
- Be formatted according to the *CSU-Global Guide to Writing and APA Requirements*

Module 7

Program Completer Survey (25 points)

Please complete and submit the Program Completer Survey. This 29 question survey replaces the Module 7 Discussion and is worth 25 points. Begin the survey by clicking on the “Start Survey” button below. Be sure to complete and submit the entire survey.

In order to receive the points associated with this assignment:

1. Click the “Submit” button.
2. Click “Print Screen” on the completion screen to which you are taken.
3. Save a copy of the screenshot.
4. Submit a copy of the screenshot to the Module 7 assignments area.

Module 8

CAPSTONE PROJECT (550 points)

Important Note: There are two options for the Capstone Project. You must choose which option you are going to do by Week 2 of the course. For the Capstone assignments in Weeks 2, 3 and 5, you should do the assignment that has the same number as the option you've chosen for your Capstone Project.

Option 1: Providing Health Services in a Rural Community: A Presentation on Project Feasibility (550 Points)

Providing healthcare services to residents in rural areas has presented increased challenges that include access and cost. For your Capstone Project, you will be using a case study that focuses on Pocahontas Memorial Hospital located in Pocahontas County, West Virginia. For case study details, click here. (See file HCM580_CapstoneProject_CaseStudy)

Pocahontas Memorial Hospital (PMH) would like to offer a comprehensive satellite health clinic within Pocahontas County. You have been contracted to prepare a presentation for the PMH Board of Directors to guide them in determining the feasibility of opening a satellite clinic as part of a strategic initiative for their annual strategic management planning process. Present your feasibility report as PowerPoint slides with added presentation notes to support the content on the slides or other presentation/graphic format. Supporting narrative content with associated citations is required for the diagrams.

Your presentation should be organized according to the following structure and contain the elements described:

- **Introduction:** This is where you introduce your audience to what this report will cover.
 - Description of PMH and potential project
 - Discussion of whether the organization's mission, vision and goals support the project
- **Assessment:** This is your evaluation of various factors that affect the feasibility and development of the project.
 - Internal and external stakeholders involved and their buy-in for this project
 - Internal and external environmental challenges (e.g., access for consumers, medical equipment, technology, community involvement required)
 - A market analysis
 - A SWOT analysis
- **Recommendations and Implementation:** This is where you detail your recommendations and strategies for implementation. Your recommendations should be based directly on what you outlined in your assessment.
 - Strategies for attracting healthcare professionals and staff
 - Feasibility for development satellite clinic
 - Value-adding support and resources (e.g., equipment, technology, etc.)
 - Develop strategic initiatives
 - Short and long terms plans for implementation of strategic initiatives
 - Brief discussion of how you will evaluate and benchmark this project.
- **Conclusion:** This brief summary should pull together your assessment and recommendations and leave the audience with a clear sense of what can be done.

Your well-written presentation should meet the following requirements:

- Be 12–15 slides in length, not including the cover or reference slides or appendices
- Be formatted for a formal presentation including headings per slide, major points per slide, and presentation notes or embedded audio to supplement each slide provided as if you were doing the actual presentation.

- Include the strategic thinking maps and content you created for the earlier module assignments. They may be added *in addition to / or as a part of* the 12-15 slides of content or moved to the Appendix section
- Be formatted according to the *CSU-Global Guide to Writing and APA Requirements*
- Provide support for your statements with full APA in-text citations from a minimum of ten (10) scholarly references - five of these references must be from outside sources and five may be from course readings, lectures, and textbooks. The CSU-Global Library is a good place to find these references.
- Include full market analysis and SWOT analysis diagrams in the Appendix of the slideshow, but present your narrative discussion of each in the Assessment section of your presentation
- Be submitted as a PowerPoint file; do not submit presentation as a pdf file
- Include presentation notes for each slide to support the slide content. These may be a part of the PowerPoint or in a separate Word document.
- If you choose to include a link to a presentation of the slideshow (optional), provide that link in the presentation notes.

Option 2: Providing Health Services in a Rural Community: A Report on Project Feasibility

Providing healthcare services to residents in rural areas has presented increased challenges that include access and cost. For your Capstone Project, you will be using a case study that focuses on Pocahontas Memorial Hospital located in Pocahontas County, West Virginia. For case study details, [click here](#). (See file HCM580_CapstoneProject_CaseStudy)

Pocahontas Memorial Hospital (PMH) would like to offer a comprehensive satellite health clinic within Pocahontas County. You have been contracted to prepare a report for the PMH Board of Directors to guide them in determining the feasibility of opening a satellite clinic as part of a strategic initiative for their annual strategic management planning process.

Your report should be organized according to the following structure and contain the elements described:

- **Introduction:** This is where you introduce your audience to what this report will cover.
 - Description of PMH and potential project
 - Discussion of whether the organization's mission, vision and goals support the project
- **Assessment:** This is your evaluation of various factors that affect the feasibility and development of the project.
 - Internal and external stakeholders involved and their buy-in for this project
 - Internal and external environmental challenges (e.g., access for consumers, medical equipment, technology, community involvement required)
 - A market analysis
 - A SWOT analysis
- **Recommendations and Implementation:** This is where you detail your recommendations and strategies for implementation. Your recommendations should be based directly on what you outlined in your assessment.
 - Strategies for attracting healthcare professionals and staff
 - Feasibility for development satellite clinic
 - Value-adding support and resources (e.g., equipment, technology, etc.)
 - Develop strategic initiatives
 - Short and long terms plans for implementation of strategic initiatives
 - Brief discussion of how you will evaluate and benchmark this project.
- **Conclusion:** This brief summary should pull together your assessment and recommendations and leave the audience with a clear sense of what can be done.

Your well-written report should meet the following requirements:

- Be 12–15 pages in length, not including the cover or reference pages or appendices

- Include the strategic thinking maps and content you created for the earlier module assignments. They may be added *in addition to / or as a part of* the 11-15 slides of content or moved to the Appendix section
- Be formatted according to the *CSU-Global Guide to Writing and APA Requirements*
- Provide support for your statements with full APA in-text citations from a minimum of ten (10) scholarly references - five of these references must be from outside sources and five may be from course readings, lectures, and textbooks. The CSU-Global Library is a good place to find these references.
- Include full market analysis and SWOT analysis diagrams in the Appendix, but present your narrative discussion of each in the Assessment section of your report.

Course Policies



Course Grading

20% Discussion Participation & Survey
 5% CDC Assignment
 0% Live Classroom
 20% Capstone Assignments
 55% Capstone Project

Grading Scale and Policies

A	95.0 – 100
A-	90.0 – 94.9
B+	86.7 – 89.9
B	83.3 – 86.6
B-	80.0 – 83.2
C+	75.0 – 79.9
C	70.0 – 74.9
D	60.0 – 69.9
F	59.9 or below

In-Classroom Policies

For information on late work and incomplete grade policies, please refer to our [In-Classroom Student Policies and Guidelines](#) or the Academic Catalog for comprehensive documentation of CSU-Global institutional policies.

Academic Integrity

Students must assume responsibility for maintaining honesty in all work submitted for credit and in any other work designated by the instructor of the course. Academic dishonesty includes cheating, fabrication, facilitating academic dishonesty, plagiarism, reusing /re-purposing your own work (see *CSU-Global Guide to Writing and APA Requirements* for percentage of repurposed work that can be used in an assignment), unauthorized possession of academic materials, and unauthorized collaboration. The CSU-Global Library provides information on how students can avoid plagiarism by understanding what it is and how to use the Library and Internet resources.

Citing Sources with APA Style

All students are expected to follow the *CSU-Global Guide to Writing and APA Requirements* when citing in APA (based on the *APA Style Manual*, 6th edition) for all assignments. For details on CSU-Global APA style, please review the APA resources within the CSU-Global Library under the “APA Guide & Resources” link. A link to this document should also be provided within most assignment descriptions on your course’s Assignments page.

Disability Services Statement

CSU-Global is committed to providing reasonable accommodations for all persons with disabilities. Any student with a documented disability requesting academic accommodations should contact the Disability Resource Coordinator at 720-279-0650 and/or email ada@CSUGlobal.edu for additional information to coordinate reasonable accommodations for students with documented disabilities.

Netiquette

Respect the diversity of opinions among the instructor and classmates and engage with them in a courteous, respectful, and professional manner. All posts and classroom communication must be conducted in accordance

with the student code of conduct. Think before you push the Send button. Did you say just what you meant? How will the person on the other end read the words?

Maintain an environment free of harassment, stalking, threats, abuse, insults or humiliation toward the instructor and classmates. This includes, but is not limited to, demeaning written or oral comments of an ethnic, religious, age, disability, sexist (or sexual orientation), or racist nature; and the unwanted sexual advances or intimidations by email, or on discussion boards and other postings within or connected to the online classroom.

If you have concerns about something that has been said, please let your instructor know.

SAMPLE