

**Business Communications and
Business Ethics
Course Number: 22:373:619
Course Title: Ethics in Business**

COURSE DESCRIPTION AND COURSE OBJECTIVES

Students will learn to think critically about business ethics and corporate social responsibility in three dimensions--the societal, the organizational, and the individual. We will review codes of conduct and ethical standards adopted by professional associations and state licensing boards for accountants and auditors, and examine the complex ethical and economic relationship between business and society. We also will consider whether business has to be socially responsible to achieve sustainable profits. At the organizational level we ask students to consider both governance mechanisms and corporate culture characteristics that contribute to a company's success or demise. Finally, we will place special emphasis on "making ethics personal" and focus on how accounting executives can give voice to their values at work.

The objective of this online course is to expose students to a broad range of ethical issues that they can expect to encounter as accounting professionals including frameworks for ethical analysis and decision-making. A major priority of the course is to equip students to make thoughtful and effective arguments as to how to deal with business issues as to which there is no obvious clear answer, and in which ethical, social, or political concerns are present.

COURSE MATERIALS

This course will require three textbooks and other materials. Professor will also address in orientation video.

Three Textbooks all from Cengage, a digital learning provider:

1. Business Ethics: Ethical Decision Making & Cases, 12th edition
2. Business & Society: Ethics, Sustainability & Stakeholder Management 10th edition
3. Business & Professional Ethics for Directors, Executives & Accountants, 8th edition.

Students have multiple options to view these textbooks:

- Computer
- Mobile and Tablet

- Print rental for **only two of the textbooks (I do not recommend)**

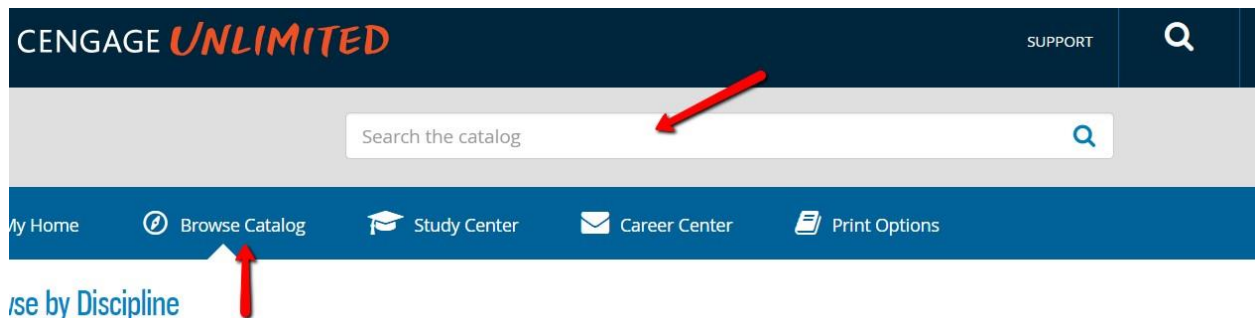
Computer Access

Cengage Unlimited is a digital subscription service (think Netflix or Apple Music) for a single cost of \$119.99 per term. With Cengage Unlimited you can access ANY Cengage materials you are using across ALL your courses AND a library of 20,000 ebooks, study guides and reference materials. You'll be able to see other Rutgers courses using Cengage materials, so be sure to take some time and explore the benefits of a Cengage Unlimited subscription.

There will be an **option** for a FREE PRINT RENTAL for only the **first two** textbooks **when you activate MindTap**. I **DO NOT** recommend opting for the print rental as we are only using one or two chapters during the entire semester from each of these books. However, the choice is yours, an additional \$7.99 payment is required for **each print rental** and students receive free shipping. If you chose this option you will be **required** to return the print textbook at the end of the course, return shipping is free.

To get started if you don't have a Cengage account follow link and watch short registration video. <https://play.vidyard.com/m52vRVVKTAr2M5PCFMQ9S> If you already have a Cengage account and purchased Cengage Unlimited for another course this semester or are logging in for the first time, the first two textbooks may require a course key: () and ().

The first and second textbooks should be downloaded into your dashboard. To access the third course eBook: Business & Professional Ethics for Directors, Executives & Accountants, 8th Edition you will need to select "Explore Catalog" then, search catalog with either of the following ISBN-13: 978-1-305-97145-5 ISBN: 9781337485913(ebook). Then select "Add to My Home". You can also add the other books in eBook format.



Cengage technical support can be reached by calling 800-354-9706 or <https://cengageportal.secure.force.com/Support> Hours: 24/7 Support via phone, case and chat

Free Mobile and Tablet Access

MindTap Mobile

For mobile viewing download the following app:

<https://www.cengage.com/mobile-app/>

Other course materials

Harvard Business School (HBS) Case Studies

Students must purchase six case studies using code provided below, sharing is not permissible HBS case studies are for Week 4 and Weeks 9 to 12. If you already have an HBS online account log into your account. If you have not yet registered with HBS Online, you **must** first register. **Students will receive a discount using this course code.** HBS Assistance is available 24/7.

Online or Paperback:

Week 14- *The Shareholder Value Myth*, Lynn Stout(Berret-Koeler,2012 <http://www.amazon.com/The-Shareholder-Value-Myth- Shareholders/dp/1605098132>

Other readings maybe posted on the course website during the semester.

III. Canvas Learning Management System

Background: We will be using Canvas as our learning system. Course Navigation is the menu on the left side of Canvas and consists of navigation links directed to all the feature areas within this course. We have customized our online class to display only the features that we will be using.

In the rare instance that Canvas has a power outage in order to gain access to our course we recommend you bookmark these links at the beginning of the semester.

NetID Login: <http://rutgers.instructure.com/login/saml>

Email or assigned login: <https://rutgers.instructure.com/login/canvas>

Canvas Support Centers

All technology inquires **MUST** be directed to the online learning center help desk (“help desk”) and **NOT** to Professor. If you deem it appropriate cc Professor on your correspondence with the help desk using her Rutgers email address so she is aware of your situation.

There are two help desks, one supported by Rutgers University (“Rutgers”) the other by Canvas and it is random as to which organization assists you. **Only Rutgers help desk can assist you with password and enrollment issues.** If you reach Canvas help desk and they are unable to assist you, they will forward your issue to Rutgers. Professor provides more information on this topic in her Orientation video.

Three ways to contact the help desk 24/7

1. Phone: 877-361-1134
2. Email: help@canvas.rutgers.edu
3. Live Chat: <https://cases.canvaslms.com/apex/liveagentchat>

Canvas Mobile App

Professor recommends you download the Canvas Student App to give you more flexibility in this online class when you are on the go. Depending on your device, not all Canvas features may be available on the app at this time. **Our weekly live online class is NOT available on any device using the mobile app**, however weekly discussion threads are. A PDF of Student Mobile Features is located in Canvas under Course Essentials in Modules.

Watch Professor () Orientation Video Prior to First Class

Students are **required** to view orientation video located in Modules. Additional information can be found on Canvas in the Welcome Announcement.

PARTICIPATION IN WEEKLY ONLINE CLASSES

During the semester there are 11 weekly online classes excluding our first class. I strongly encourage students to participate in class (asking questions, responding to polling or oral questions, news article presentations). If you are calling in, you **must** let me know in advance or at the beginning of class as you will not be able to participate in polling questions. No credit will be given if notice is not given once class begins.

Beginning week 2 to week 12, (excluding week 7) after each class Professor () will post either a .5 (full credit) or **zero** if you do not participate or miss responding to any of the items identified above. **If your microphone is not working that is an automatic zero.** There is no “in between” grade.

If you are absent, to receive participation credit, in addition to memo you **must** submit at least a 100 to 150 word summary based on a business news article including what the business ethics issue is and link to or copy of article by () of the week you are absent. Political articles relating to POTUS are excluded and do not qualify as business ethics.

WEEKLY ONLINE CLASS

Conferences is a link in the Course Navigation that allows for a virtual classroom in real time using audio and video. Canvas uses BigBlueButton, an open source web conferencing system for on-line learning.

BigBlueButton enables me to share documents (PDF and any office document), webcams, chat, audio and my desktop. It can also record sessions for later playback.

Once you sign into class using your computer you have the option to obtain a tollfree telephone number for the session (**changes each session**) to call in. **You may want to write down the toll-free telephone number should you experience computer technical issues you can still participate by calling in.** Weekly classes are recorded, archived and generally are available for viewing within 2-3 hours after class ends.

Blue Button technology allows polling questions during our live class. If you are calling in (**which should be limited to 2 calls per semester**) and do not have access to a computer, you will be unable to participate in polling questions. **Please send an email prior to class if you plan on calling in as you will need to make arrangements with Professor () to obtain the toll free call in number or make arrangement with another student to call you once they log in with the toll free number.**

Head Sets, Microphone and Speakers

You **MUST** have a microphone headset or speakers that will allow you to participate verbally during the weekly online class for other students to hear you. Using a separate microphone and speakers often results in echoing unless your microphone utilizes echo suppression technologies. Using headphones or ear buds with your computers built in mic should also prevent echoing. Phone headsets may or may not work with your computer and **it is recommended that you test them ahead of time.**

WEEKLY ONLINE BUSINESS ETHICS NEWS PRESENTATION

All students will be assigned a week during the semester to present an article on **business** ethics. **Students should turn on their video and audio at the start of their presentation.** Your presentation length should be between 3 to 5 minutes.

Your selection of proposed article should be in the news within the week of your presentation. If your article is a breaking news story monitor the coverage up until the day you are presenting. Links to your article **must be** submitted to Professor () for approval by () **at** () the week of your assignment. **Do not** select articles that relate to governmental ethics and POTUS or Congress.

A list of student week assignments will be posted after our first class in Canvas under Course Essentials. Presentations will be during weeks 2 to 11.

At the end of the semester Professor () will select the student that gave the best business ethics news presentation and add one point to his or her final grade.

ACADEMIC INTEGRITY

I do NOT tolerate cheating. Students are responsible for understanding the RU Academic Integrity Policy (<http://academicintegrity.rutgers.edu/>).

I will strongly enforce this Policy and pursue *all* violations. On all examinations and assignments, students must sign the RU Honor Pledge, which states, “On my honor, I have neither received nor given any unauthorized assistance on this examination or assignment.” I will screen all written assignments through *SafeAssign* or *Turnitin*, plagiarism detection services that compare the work against a large database of past work. Don’t let cheating destroy your hard-earned opportunity to learn. See business.rutgers.edu/ai for more details.

ATTENDANCE AND PREPARATION POLICY

Professor () expects to attend all weekly online class sessions and it is **required** for you to do the same. In the event you cannot attend a particular session (only **one excused absence will be extended** during the semester), a recording of the session will be available shortly after class ends. You will be expected to watch the video in its entirety. **No later than ()** following your absence you **must** compose a brief summary (200-300 words) of the main points raised in the session. The summary memo should be sent to Professor () via Canvas Inbox tool **along with a statement certifying that you have viewed the session in its entirety.**

If you do not meet the () deadline you will be marked absent for that week and 5 points will be deducted from your final written assignment for every class you miss as Canvas grading system doesn’t have the ability to record minus points for this situation.

If you know in advance that you will be absent, report your absence in advance at <https://sims.rutgers.edu/ssra/> and also communicate your absence via Canvas Inbox tool to Professor (). If your absence is due to religious observance, a Rutgers approved activity, illness, or family emergency/death and you seek makeup work, send Professor () a request via Canvas Inbox Tool with full details and supporting documentation **within 2 days of your first absence**. It is difficult to assign make-up work for DT’s since they involve real time interaction with your classmates.

For weather emergencies, since our class is online unless there is an unusual circumstance, we will have class. Professor () will post a notification if class is canceled due to weather with instructions on when class will be recorded.

If a student has more than one absence, each situation will be evaluated separately to determine if a memo will be accepted without a 5 point deduction to your final grade. Students must send an email to Professor () as soon as possible and explain the circumstance for the absence. If your absence is due to a religious observance, a Rutgers-approved activity, illness, or family emergency those situations are excluded from a 5 point deduction assuming a timely memo is received.

If Professor () is absent, she or someone in her department will send you notice via Canvas or Rutgers email as far in advance as possible. In the rare instance that technology prevents us from accessing

Canvas during our evening class Professor () will send a notification as soon as possible to provide alternative plans.

Weekly Attendance Roll Call in Canvas

Canvas tracks weekly attendance. In order to be receive full attendance credit, when class begins, Professor () will announce that students sign into class using the chat box by entering the word “**present**”. At the end of each class the log out word will be “**goodnight**”.

Professor () will post weekly attendance **no later than** (). If there is an attendance error send a notification to me via Canvas by at ().

Lateness

Canvas has the ability to mark a student late. You will receive partial credit if you arrived late or leave early (see below) and a memo **will be required** to not be considered absent. Attendance is not part of the grading criteria unless you miss sending a memo. Consistent lateness or leaving before class ends will be taken into consideration when finalizing student grade.

Full Attendance Credit

Must enter “present” by () and “goodnight” **no earlier than** ().

Partial Attendance Credit, a Memo is Required

If your log in was **later than** () and you logged out **before** () a **timely memo is required otherwise there is a 5-point deduction to final grade**. (See Grading Policy for due date of memo). If you didn’t participate in the entire class and a memo is not required, you are responsible for all the discussion during class and should watch the recorded video for class time you missed.

Forget to sign in or out

If you are marked absent because you forgot to sign in or out, **a memo is required**.

WRITTEN ASSIGNMENTS (WA)

The WA is expected to be in the range of 2,000 and 2,250 words. Specific assignment topic and word limitations will be identified the week prior to the due date of the assignment and will be based upon assigned class discussions, readings and videos. Consult the WA grading criteria document for further details on how the assignment will be graded.

The WA will be available by **noon** on () **is due by** (). You will have two weekends to complete assignment. Online session will **not** be held during this week.

ONLINE COURSE DESIGN AND WORKFLOW

() : Participation in synchronous online meeting with audio and video capability. Class instruction will be approximately 45 to 60 minutes **except for Class 1 which may extend to 75-90 minutes**. In addition, your technology should allow you to be audible with a headset microphone capability. **You should test your audio before the start of each class**. Expect Professor () to be prepare properly and fully participate in each online class and she expects the same from you which means you need to be prepared to turn on your microphone if she calls on you or answer polling questions during class.

Each () morning at () (**except Week ()**), a DT will be initiated which will require participation by all students. DT's will close () evenings at () .

()-(): Complete Canvas posted assignments in weekly module ASAP. **THIS IS A KEY ASPECT OF THE COURSE**—so please find time in your busy schedules to do the reading in this time frame but no later than Sunday afternoon **as to receive maximum credit for weekly DT your first post must be made by ()**. It is **not advisable** to start into the DT participation without doing at least 2 hours of reading.

() to (): If your first response is in this period, you will **NOT** qualify for maximum credit and if all posts are on Tuesday your grade will be significantly affected. Students should be responding to other student posts during this period. **See Grading DT Guidelines document for additional information.**

DISCUSSION THREADS (DTs)

This course emphasizes the interchange of ideas where students learn from differing perspectives. DT grades will be assigned for the quality and frequency of participation, as well as responsiveness to other student posts.

A discussion involves responding to a question posted each week

1. Navigate to the discussion, either in the Modules or the Discussion tab.
2. To respond directly to a topic, click the "Reply" bar below the topic (“original post”). It is strongly recommended that you write your responses in a word processing program (e.g. Word, Pages, OpenOffice) and save them before copying and pasting into the Reply text box, so that you have a back-up in case of browser or connection error.

3. To respond to an existing comment (Classmate or Instructor post), click the "Reply" link at the bottom left of the comment you are responding to.
4. Type your response in the Reply text box. You can use the toolbar to check for spelling (highly recommended), format your text, or add a link.
5. When your comments are ready click on the "Post Reply" button at the bottom right.
6. Students DO NOT have permission setting to delete posts. In the unlikely event you inadvertently post to the wrong DT you should repost on the current DT and inform us so we can delete the post for you.

Students **MUST** post before seeing other students replies. This course emphasizes the interchange of ideas where students learn from differing perspectives. ***The most important component of the DT participation grade is to demonstrate you have read the assigned text, article and or watched the video.*** Students should only incorporate responses to all DT's based only on the weeks assigned reading **unless** instructed that outside sources are permitted.

To receive the maximum grade for each week students are advised to do a minimum of 2 hours reading prior to the first posting on the DT.

For greater detail regarding grading criteria read the DT grading guidelines posted in Modules under Course Essentials.

GRADING POLICY

Grades will be computed as follows with addition information in section:

- | | | | |
|----|------|--|-----|
| 1. | VII | Discussion Thread ("DT") Participation | 60% |
| 2. | IX | Written Assignment ("WA") | 25% |
| 3. | VIII | NASBA Ethical Leadership Certificate | 10% |
| 4. | VI | Online Class Participation | 5% |

It is important to read and understand the two grading guidelines for DT and WA in in Modules under Course Essentials. **5 points will be deducted from WA grade for any unexcused absence or where a memo is not received timely as discussed in Attendance Policy section XII.**

Final grades will be based on course grade scale as follows:

| Numeric | Letter | Numeric | Letter |
|-----------|--------|-----------|--------|
| 100-94.0 | A | 79.9-77.5 | C+ |
| 93.9-90.0 | A- | 77.4-72.5 | C |
| 89.9-87.5 | B+ | 72.4-70.0 | C- |
| 87.4-82.5 | B | 69.9-60 | D |
| 82.4-80.0 | B- | 59.9-0 | F |

Grade posting: All gradable assignments will be posted in Canvas. Weekly DT's will be graded within eight days after due date, written assignments within ten to twelve days after due date and NASBA Certificate Program by ().

Extra Credit:

Weekly Business Ethics news presentation

At the end of the semester Professor () will select the student that gave the best presentation and add to one point to their final grade.

Thought provoking question -Weeks 2 and 5

Professor () will add one point to the student that has the best response.

Week 7

Extra credit maybe given to class assignment. More details will be provided during the week's class.

No additional extra credit will be given unless otherwise stated during the semester.

Pregrading and Regrading: If a student has a question prior to submission of any assignment they should send Professor () an email or arrange a call. I do not review any student submissions prior to submission due date. If you disagree with your grade send an email **within two days** after grades are posted identifying what your specific disagreement is. Professor () will **not** consider reviewing grades if an email is not sent **within the two-day period after grades are posted**.

Academic Warning Grades Submission: Warning grades, if appropriate, will be issued during the period () to ().

Grading Academic Integrity policy: The use of online study aids or answers to homework assignments are considered cheating and will result in a zero on the assignment and may subject you to an academic integrity investigation. See Section XIII Academic Integrity for more information.

Final grade policy: Your final grade is not subject to negotiation. If you feel Professor () made an error, submit an email describing the error **within one week** of receiving your final grade. Clarify the precise error. If I have made an error, I will gladly correct it. I cannot and will not adjust grades based on consequences, such as hurt pride, lost scholarships, lost tuition reimbursement, lost job opportunities, or dismissals. Do not ask me to do so. It is dishonest to attempt to influence faculty in an effort to obtain a grade that you did not earn, and it will not work.

National Association of State Boards of Accountancy (“NASBA”) Center for Public Trust Ethical Leadership Certification Program (“ELP”)

The ELP is an online tool that helps students identify ethical issues, learn how to respond to ethical dilemmas and enhance your ethical decision-making abilities. This program also helps students build their resumes and communicate their values to future employers.

In order to gain access to the certificate program a link to register will be available in **Canvas Module 13** on (). It is recommended that students register for the course by () as NASBA will be closed over Thanksgiving weekend and you will not be able to get any technology assistance. **There will be no online class on () ()**.

Once you register and pay the course fee of \$39.99 you will receive an email from NASBA with instructions on how to enroll in the program. You will need to initially register using your rutgers.edu address.

The course is accessible anytime, with a computer, tablet or smartphone.

Course content and requirements to complete certification

Each module contains four or five sections, which last approximately 15 to 20 minutes each. Students are required to complete all six modules and pass an exam at the conclusion of each section, by answering at least 80% of the questions correctly and a comprehensive exam of 20 questions. There are 5 questions in each section which means you need to answer at least 4 of the 5 questions to pass the section. In addition, there is a comprehensive 20 question exam at the end of Module 6. The course is designed that the entire module (each slide within the module) needs to be viewed before you can take the exam.

| Module | Description | # of Sections |
|--------|---|---------------|
| 1 | Overview of Ethical Leadership | 5 |
| 2 | Ethical Decision Making | 5 |
| 3 | Organizational Support of Ethical Leadership | 4 |
| 4 | Role of Leadership in Managing & Preventing Conflicts & Ethical Risks | 5 |
| 5 | Role of Communication in Ethical Leadership | 4 |
| 6 | Implementing Ethical Leadership | 4 |

You must complete the entire certificate program to earn credit by (). **If you don't complete the program no partial credit will be received.** Once you complete the program, a certificate will automatically be generated and emailed to you. **Check your spam mail if you do not receive the**

certificate before reaching out to NASBA. Upon receipt of your certificate **upload the certificate to Canvas** to receive 15 points.

COURSE SCHEDULE

XV. Course Calendar (subject to change)

| Wk. | Date | DT | Due Date | Topic | Assignment/Reading/Video |
|-----|------|----|----------|--|---|
| 1 | | #1 | | Introductory Lecture | O.C. Ferrell Chapter 1 The Importance of Business Ethics |
| 2 | | #2 | | Relationship Between Law and Ethics & Ethical Theories | 1. Brooks Chapter 3 2. Brooks Case Study- Gender Discrimination at IKEA p. 177-178 |
| 3 | | #3 | | Ethical Decision Making (EDM) | 1. Brooks Chapter 4 Brooks: Two Case Studies: 2. Concussions in the NFL p. 224 3. Vioxx Decision Were They Ethical? p.231-233 |
| 4 | | #4 | | Accounting Professional Ethics- Part 1 | 1. AICPA Online Code of Professional Conduct ("Code") 8 minute video 2. Download AICPA Online Code 3. Print Principles of the Code 4. HBS: A Letter From Prison & Arthur Levitt Remarks |
| 5 | | #5 | | Accounting Professional Ethics- Part 2 | Brooks Two Case Studies 1. Bernie Madoff Scandal The King of Ponzi Schemes p. 127-136 2. KPMG Partner Shares Confidential information with a Friend p. 454-455 |
| 6 | | #6 | | Accounting Professional Ethics- Part 3 | 1. Tony Menendez The Whistleblower's Tale 2. Video: Ted Talks: Kelly Richmond Pope: How whistle-blowers shape history |
| 7 | | | | Accounting Professional Ethics- Part 4 | To be determined |

| | | | | | |
|------------|-------------|-----------|-----------------|--|---|
| 8 | | #7 | | Corp Governance & Accountability-Part 1 | 1. Brooks: Chapter 5 and Chapter 2 pages 83-84 Sarbanes-Oxley Act-Closing the Barn Door 2. Brooks Case Study: Tyco Looting Executive Style p.333-337 |
| 9 | | #8 | | Corp Governance & Accountability-Part 2 | 1. HBS: Apple: Privacy v Safety? 2. Brooks Chapter 5: Spying on Directors pg 307-310 |
| Wk. | Date | DT | Due Date | Topic | Assignment/Reading/Video |
| 10 | | #9 | | Corp Governance & Accountability- Part 3 | 1. HBS: Saks Fifth Avenue and Transgender Rights 2. HBS: Goggle and Project Maven(A) |
| 11 | | 10 | | Corp Governance & Accountability /Sustainability- Part 4 | 1. O.C. Ferrell Chapter 12 Sustainability: Ethical and Social Responsibility Dimensions 2. HBS: Facebook |
| 12 | | 11 | | Corp Governance & Accountability Part 5 and Semester Recap | 1. HBS: WeWork 2. To be determined |
| 13 | | | | No Class | NASBA Center for the Public Trust Ethical Leadership Certification |
| 14 | | | | WA No Class | The Shareholder Value Myth, Lynn Stout |

SUPPORT SERVICES

If you need accommodation for a *disability*, obtain a Letter of Accommodation from the Office of Disability Services. The Office of Disability Services at Rutgers, The State University of New Jersey, provides student-centered and student-inclusive programming in compliance with the Americans with Disabilities Act of 1990, the Americans with Disabilities Act Amendments of 2008, Section 504 of the Rehabilitation Act of 1973, Section 508 of the Rehabilitation Act of 1998, and the New Jersey Law Against Discrimination. More information can be found at ods.rutgers.edu.

[Rutgers University-New Brunswick ODS phone (848)445-6800 or email dsoffice@echo.rutgers.edu]

[Rutgers University-Newark ODS phone (973)353-5375 or email ods@newark.rutgers.edu]

If you are *pregnant*, the Office of Title IX and ADA Compliance is available to assist with any concerns or potential accommodations related to pregnancy.

[Rutgers University-New Brunswick Title IX Coordinator phone (848)932-8200 or email jackie.moran@rutgers.edu]

[Rutgers University-Newark Office of Title IX and ADA Compliance phone (973)353-1906 or email TitleIX@newark.rutgers.edu]

If you seek *religious accommodations*, the Office of the Dean of Students is available to verify absences for religious observance, as needed.

[Rutgers University-New Brunswick Dean of Students phone (848)932-2300 or email deanofstudents@echo.rutgers.edu]

[Rutgers University-Newark Dean of Students phone (973)353-5063 or email DeanofStudents@newark.rutgers.edu]

If you have experienced any form of *gender or sex-based discrimination or harassment*, including sexual assault, sexual harassment, relationship violence, or stalking, the Office for Violence Prevention and Victim Assistance provides help and support. More information can be found at <http://vpva.rutgers.edu/>.

[Rutgers University-New Brunswick incident report link: <http://studentconduct.rutgers.edu/concern/>. You may contact the Office for Violence Prevention and Victim Assistance at (848)932-1181]

[Rutgers University-Newark incident report link: https://cm.maxient.com/reportingform.php?RutgersUniv&layout_id=7 . You may also contact the Office of Title IX and ADA Compliance at (973)353-1906 or email at TitleIX@newark.rutgers.edu. If you wish to speak with a staff member who is confidential and does **not** have a reporting responsibility, you may contact the Office for Violence Prevention and Victim Assistance at (973)353-1918 or email run.vpva@rutgers.edu]

If students who have experienced a temporary condition or injury that is adversely affecting their ability to fully participate, you should submit a request via <https://temporaryconditions.rutgers.edu>.

If you are a military *veteran* or are on active military duty, you can obtain support through the Office of Veteran and Military Programs and Services. <http://veterans.rutgers.edu/>

If you are in need of *mental health* services, please use our readily available services.

[Rutgers University-Newark Counseling Center: <http://counseling.newark.rutgers.edu/>]

[Rutgers Counseling and Psychological Services–New Brunswick: <http://rhscaps.rutgers.edu/>]

If you are in need of *physical health* services, please use our readily available services.

[Rutgers Health Services – Newark: <http://health.newark.rutgers.edu/>]

[Rutgers Health Services – New Brunswick: <http://health.rutgers.edu/>]

If you are in need of *legal* services, please use our readily available services: <http://rusls.rutgers.edu/>

Students experiencing difficulty in courses due to *English as a second language (ESL)* should contact the Program in American Language Studies for supports.

[Rutgers–Newark: PALS@newark.rutgers.edu]

[Rutgers–New Brunswick: eslpals@english.rutgers.edu]

If you are in need of additional *academic assistance*, please use our readily available services.

[Rutgers University-Newark Learning Center: <http://www.ncas.rutgers.edu/rlc>]

[Rutgers University-Newark Writing Center: <http://www.ncas.rutgers.edu/writingcenter>]

[Rutgers University-New Brunswick Learning Center: <https://rlc.rutgers.edu/>]

[Optional items that many faculty include:

- Students must sign, date, and return a statement declaring that they understand the RU Academic Integrity Policy.

- Students must sign, date, and return a statement declaring that they understand this syllabus.]