



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 14-20 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 focuses on understanding financial concepts and how healthcare administrators apply these concepts in healthcare settings. The course enables students to learn how to develop, apply, and interpret various financial tools and concepts. These concepts include financial statements analysis, cost structure and allocation, dashboards, budgeting and variance analysis, sources of revenue and reimbursement, return on investment analysis, financial ratios, capital budgeting and investment decision making, and working capital management.

Course Overview:

This course provides a foundation in finance for healthcare leaders. The topics covered include:

- Introduction to healthcare finance
- Operating revenues and reimbursement
- Managing financial operations
- Planning and resource allocation
- Budgeting
- Financing and capital investment decisions
- Financial analysis and reporting
- Planning for new business ventures

Course Learning Outcomes:

1. Evaluate and critique the roles and responsibilities of finance that healthcare organizations and managers can use for effective decision making.
2. Analyze critical financial concepts—including financial statements, variance and ratio analysis, and break-even analysis—used by healthcare organizations to create robust financial budgets, reporting systems, and other critical financial plans needed to ensure the organization's financial viability in the long term.

3. Assess operating revenues, reimbursement, costs structures, and allocation methods used by healthcare organizations to ensure effective control, operation sustainability, and organizational efficiency and effectiveness.
4. Determine and evaluate the methods of working capital management, revenue cycle, and cash flows management.
5. Show the concepts of capital budgeting and investment and long-term financing decisions and options.
6. Design a business plan for a proposed healthcare operation.

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 at 11:59 p.m. MT. Late posts may not be awarded points.
- **Critical Thinking:** 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/Weeks 1, 3, 5, and 7]. There are [two/four] total sessions. (Note that your course may have NO live sessions. If not, remove this section and all Live Classroom sessions from the course schedule.)

WEEKLY READING AND ASSIGNMENT DETAILS

Module 1

Readings

- Chapters 1 & 2 in *Fundamentals of Healthcare Finance*
- Gozner, M. (2015). Think big on healthcare finance reform. *Modern Healthcare*, 45(30), 24.
- Khurram, S., & Pestre, F. (2017). Rethinking the salience of not-for-profit and for-profit stakeholders of a firm. *Society and Business Review*, 12(2), 136-151.
- Shinkman, R. (2014). Healthcare finance: Little has changed since mid-1960s. *FierceHealthFinance*.

Discussion (25 points)

Module 2

Readings

- Chapter 3 in *Fundamentals of Healthcare Finance*
- Anonymous. (2014). The ACA's impact on physician reimbursement. *Medical Economics*, 91(23), 17-18.
- Taylor, S., Ecker, D., & Taylor, B. (2015). CMS reimbursement reform. *Journal of General Internal Medicine*, 30(11), 1587.
- Zezza, M., & Nacinovich, M. (2015). Making healthcare reform matter to American patients. *Journal of Communication in Healthcare*, 8(3), 167-171.

Discussion (25 points)

Critical Thinking (100 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Reimbursement Presentation

Your submission should include:

- Your presentation (PowerPoint, Prezi, or Google slides), which should be “instructional,” that you would use to teach students in a healthcare finance class;
- Descriptions and examples of different types of insurance reimbursements such as DRGs, fee-for-service, discounted fee-for-service; and
- An example of a procedure or service that was billed and how it would be paid by a 3rd party and a Medicare payment system, including the numerical calculations.

Requirements:

- 8 to 10 slides (excluding title and reference slides),
- Detailed speaker's notes for each slide, and
- Formatted according to the CSU-Global Guide to Writing and APA.
- Include a minimum of four (4) credible, academic or professional references beyond the text or other course materials.
- Be sure to discuss and reference concepts taken from the assigned textbook reading and relevant research.
- Review the grading rubric to see how you will be graded for this assignment.

Option #2: Financial Analysis

Review the Rates Negotiation Crisis scenario. For this module, work through the Navigate scenario.

Your submission should be a written paper on the financial scenario including:

- What financial problem was presented?
- What factors determine the cost of healthcare services?

- What factors influence pricing in healthcare?
- How do these factors about these decisions for costing and pricing affect the organization?
- In this case, what position should the hospital system take with North Creek?

Requirements:

- 3 to 5 pages (excluding title and reference pages),
- Formatted according to the CSU-Global Guide to Writing and APA.
- Include a minimum of four (4) credible, academic or professional references beyond the text or other course materials.
- Be sure to discuss and reference concepts taken from the assigned textbook reading and relevant research.
- Review the grading rubric to see how you will be graded for this assignment.

Portfolio Project Milestone (50 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

A portfolio project for this course will be due in the final week of the course. During the course, you will have milestones due for different parts of this business plan.

Option #1: Business Plan Proposal

For this portfolio milestone, you are to present a one-page proposal of your project for approval by your instructor. This portfolio milestone should include a description of your service or procedure and a short description of who will use this service and how it will be paid for.

Option #2: Business Plan Proposal

For this portfolio milestone, you are to present a 3-5 slide presentation proposal of your project for approval by your instructor. This portfolio milestone should include a description of your service or procedure and a short description of who will use this service and how it will be paid for.

Presentation (PowerPoint, Prezi, or Google slides) must include at least 3 slides.

- 1 slide description of your service or procedure,
- 1 slide description of who will use this service, and
- 1 slide on how service or procedure will be paid for.

Module 3

Readings

- Chapters 4 & 5 in *Fundamentals of Healthcare Finance*
- Baal, P., Meltzer, D., & Brouwer, W. (2016). Future costs, fixed healthcare budgets, and the decision rules of cost-effectiveness analysis. *Health Economics*, 25(2), 237-248.
- Mukherjee, T., Al Rahahleh, N., & Lane, W. (2016). The capital budgeting process of healthcare organizations: a review of surveys. *Journal of Healthcare Management*, 61(1), 58-76.

- Said, H. (2016). Using different probability distributions for managerial technique: The cost-volume profit analysis. *Journal of Business and Accounting*, 9(1), 3-24.
- Video Education Australasia. (2006). *The master budget: Effective budgeting for business* [Video file]. Retrieved from: https://search-alexanderstreet-com.csuglobal.idm.oclc.org/view/work/bibliographic_entity%7Cvideo_segment%7C2813491

Discussion (25 points)

Critical Thinking (100 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Breakeven Executive Summary

Your submission should be an executive memo addressing problem 5.8 on page 152 of our text.

The organization's vice president has asked you to determine the breakeven point of a new walk-in clinic that they are proposing. In your memo you should:

- Explain the importance of the breakeven point.
- Explain how to determine breakeven point numbers.
- Explain the breakeven point for this problem and explain.
- Explain the breakeven point to make a profit one hundred thousand dollars.
- Recommend whether you should accept the project.
- Provide actual calculations of three questions for this problem.

Requirements:

- Executive Summary of at least 2 pages (excluding title and reference slides),
- Formatted according to the CSU-Global Guide to Writing and APA.
- Include a minimum of two (2) credible, academic references.
- Be sure to discuss and reference concepts taken from the assigned textbook reading and relevant research.
- Review the grading rubric to see how you will be graded for this assignment.

Option #2: Breakeven Presentation

Your submission will address problem 5.6 on page 152 of our text.

For this assignment option, prepare a presentation (PowerPoint, Prezi, or Google slides), explaining to a group of your colleagues the following:

- A brief overview of the project in this problem,
- The importance in the method of determining a breakeven point,
- The breakeven calculations for this project to breakeven,
- The breakeven calculations for this project earn profits of \$100,000 and \$200,000, and
- Determine if this project should be accepted or not with justification based on your calculations.

Requirements:

- A 3- to 5-slide presentation (excluding title and reference slides) (PowerPoint, Prezi, or Google slides),
- Detailed speaker's notes for each slide, and
- Formatted according to the CSU-Global Guide to Writing and APA.
- Include a minimum of two (2) credible, academic references.
- Be sure to discuss and reference concepts taken from the assigned textbook reading and relevant research.
- Review the grading rubric to see how you will be graded for this assignment.

Module 4

Readings

- Chapters 6 & 9 in *Fundamentals of Healthcare Finance*
- Jordan, D. (2017). Time-value of money. *Alaska Business Monthly*, 33(2), 48-49.
- Liang, D., Lu, C., Tsai, C., & Shih, G. (2016). Financial ratios and corporate governance indicators in bankruptcy prediction: A comprehensive study. *European Journal of Operational Research*, 252(2), 561-572. Retrieved from <https://isslab.csie.ncu.edu.tw/download/publications/1.pdf>
- Munteanu, I., & Bacula, M. (2017). The time value of money in financial management. *Ovidius University Annals: Economic Sciences Series*, Issue 2, 593-597.
- SAGE Publications Ltd. (2016). *Decomposing return on equity* [Video file]. Retrieved from <https://sk-sagepub-com.csuglobal.idm.oclc.org/video/financial-analysis?seq=4&fromsearch=true>

Discussion (25 points)

Portfolio Project Milestone (50 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Income Statement Paper

The milestone should:

- Construct the income statement projections for your portfolio project.
- Include the incomes less the expenses to be utilized for this procedure.
 - You can follow the sample Income Statement Exhibit 11.1 on page 325 of our text.
- Show how you came up with the numbers in the income statement in an appendix.

Requirements:

- A 2- to 3-page written paper (excluding title and reference pages),
- Formatted according to the CSU-Global Guide to Writing and APA.
- Include a minimum of two (2) credible, academic references.
- Be sure to discuss and reference concepts taken from the assigned textbook reading and relevant research.
- Review the grading rubric to see how you will be graded for this assignment.

Option #2: Income Statement Presentation

The milestone should:

- Construct the income statement projections for your portfolio project.
- Include the incomes less the expenses to be utilized for this procedure.
 - You can follow the sample Income Statement Exhibit 11.1 on page 325 of our text.
- Show how you came up with the numbers in the income statement in an appendix.

Requirements:

- A 3- to 5-slide presentation (excluding title and reference slides) (PowerPoint, Prezi, or Google slides),
- Detailed speaker's notes for each slide, and
- Formatted according to the CSU-Global Guide to Writing and APA.
- Include a minimum of two (2) credible, academic references.
- Be sure to discuss and reference concepts taken from the assigned textbook reading and relevant research.
- Review the grading rubric to see how you will be graded for this assignment.

Module 5

Readings

- Chapters 11 & 12 in *Fundamentals of Healthcare Finance*
- Lathrop, K. (2018). From payers to patients, understanding revenue cycle solutions. *Health Management Technology*, 39(3), 19.
- Li, V. (2016). Do false financial statements distort peer firms' decisions? *Journal of the American Accounting Association*, 91(1), 251-278.
- Manos, D. (2018). Top revenue cycle management vendors; Providers turn to automation as pressures mount to improve billing and payment collection processes. *Health Data Management*, 26(2), 28.
- SAGE Publications Ltd. (2016). *Financial analysis* [Video file]. Retrieved from <http://sk.sagepub.com.csuglobal.idm.oclc.org/video/financial-analysis>
- SAGE Publications Ltd. (2016). *Income statement* [Video file]. Retrieved from <https://sk.sagepub-com.csuglobal.idm.oclc.org/video/introduction-and-overview?seq=8&fromsearch=true>
- TV Choice. (2011). *Accounting and finance clips, 1, accounting forecasting & breakeven* [Video file]. Retrieved from https://search-alexanderstreet-com.csuglobal.idm.oclc.org/view/work/bibliographic_entity%7Cvideo_work%7C3232839

Discussion (25 points)

Critical Thinking Assignment (100 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Variance Memo

For your critical thinking assignment this week, write a 2- to 3-page memo to your Chief Executive Officer describing the variances and changes in the income statement and balance sheets for Good Samaritan Medical Center. For this assignment:

- Review the income statement which is Exhibit 11.2 on page 327 of our text and the balance sheet which is Exhibit 12.2 on page 356.
- Describe the differences or changes from 2015 to 2016 relating to the income and expenses of the firm.
- Describe the differences or changes from 2015 to 2016 relating to the Balance Sheet.
- Describe the differences or changes from 2015 to 2016 relating to the Cash Flow Statement.
- You should provide some hypothetical situations of why changes occurred between 2015 at 2016.
- Recommendations of future financial stability of the hospital based on these financial documents.

Requirements:

- A 2- to 3-page memo (excluding title and reference pages),
- Formatted according to the CSU-Global Guide to Writing and APA.
- Include a minimum of two (2) credible, academic references.
- Be sure to discuss and reference concepts taken from the assigned textbook reading and relevant research.
- Review the grading rubric to see how you will be graded for this assignment.

Option #2: Simulation Analysis

For this module, work through the Navigate scenario. Then, write a 3- to 5-page paper on the financial scenario answers to the following:

- What financial problem was presented?
- What were the key financial performance drivers and measures that would help the board make its case?
- Which financial documents that you used to perform your analysis?
- What are dashboards and balanced scorecards and where they use for?
- Was it determined that the hospital was financially strong enough to take on the renovation bond and why?
- Were there other alternatives that might have provided better outcomes?

Requirements:

- A 3- to 5-page written paper (excluding title and reference pages),
- Formatted according to the CSU-Global Guide to Writing and APA.
- Include a minimum of two (2) credible, academic references.
- Be sure to discuss and reference concepts taken from the assigned textbook reading and relevant research.
- Review the grading rubric to see how you will be graded for this assignment.

Readings

- Chapters 8 & 10 in *Fundamentals of Healthcare Finance*
- Day, B., Jaeger, C., & Lockridge. (2013). *Money track, episode 113, good debt, bad debt – not all debt is bad* [Video file]. Retrieved from https://search-alexanderstreet-com.csuglobal.idm.oclc.org/view/work/bibliographic_entity%7Cvideo_work%7C2093992.
- Dutta, S., & Nezlobin, A. (2017). Information disclosure, firm growth, and the cost of capital. *Journal of Financial Economics*, 123(2), 415-431.
- Frank, M. Z., & Shen, T. (2016). Investment and the weighted average cost of capital. *Journal of Financial Economics*, 119(2), 300-315.
- Marchioni, A., & Magni, C. (2018). Investment decisions and sensitivity analysis: NPV-consistency of rates of return. *European Journal of Operational Research*, 268(1), 361-372.
- New York, NY: Inc. (2014). *Financing your start-up* [Video file]. Retrieved from https://search-alexanderstreet-com.csuglobal.idm.oclc.org/view/work/bibliographic_entity%7Cvideo_work%7C2469216
- TV Choice. (2011). *Accounting & finance clips, episode 4, cash flow and working capital* [Video file]. Retrieved from https://search-alexanderstreet-com.csuglobal.idm.oclc.org/view/work/bibliographic_entity%7Cvideo_work%7C2807183/

Discussion (25 points)

Portfolio Project Milestone (50 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Business Plan Financing Paper

For this portfolio milestone, you are to create a 1-page discussion on how you plan to finance your milestone project. This should include which type of financing, availability of financing dollars, and what you need to do to use this financing method. Include at least two (2) academic sources.

Option #2: Business Plan Financing Presentation

For this portfolio milestone, you are to develop a one slide presentation (PowerPoint, Prezi, or Google slides). Include how you plan to finance your milestone project. This should include which type of financing, availability of financing dollars, and what you need to do to use this financing method. Include at least two (2) academic sources and detailed speaker's notes.

Module 7

Readings

- Chapter 13 in *Fundamentals of Healthcare Finance*
- Abrams, M., & Numerof, R. (2016). The role of finance in managing variation in clinical cost and quality. *Healthcare Financial Management*, 70(8), 72-77.
- Bai, G. (2016). Applying variance analysis to understand California hospitals' expense recovery status by patient groups. *Accounting Horizons*, 30(2), 211-223.

- Conine, T., & McDonald, M. (2018). Usage of variance analysis is, well, variable: While it's not debatable that variance analysis is an important FP&A tool, companies differ in how they apply it. *CFO, The Magazine for Senior Financial Executives*, 34(3), 22.

Discussion (25 points)

Critical Thinking Assignment (100 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: DuPont Analysis Memo

For this critical thinking assignment, we will utilize problem 13.4 on page 412 of our text. You are given financial statements for Best Care, which is a healthcare insurer. Your boss asked you to review these financial statements in this problem and to write a memo discussing the following:

- After performing the DuPont analysis, explain the analysis in your memo of your recommendation.
- Calculate the ratios on page 414.
- Explain the results to your boss in your memo.

The page following your memo should show the calculations for the DuPont analysis in your ratios.

Requirements:

- A 2- to 3-page memo (excluding title and reference pages),
- Formatted according to the CSU-Global Guide to Writing and APA.
- Include a minimum of two (2) credible, academic references.
- Be sure to discuss and reference concepts taken from the assigned textbook reading and relevant research.
- Review the grading rubric to see how you will be graded for this assignment.

Option #2: Ratio Analysis Presentation

For this critical thinking assignment, we will utilize problem 13.5 on page 415 of our text. You are given financial statements for Green Valley Nursing Homes. Pay attention to part B which is the ratio assessment area of this problem and not part A.

You have been asked to put together a presentation displaying the different ratios of this assignment along with an interpretation of the results. Prepare this presentation as if you are giving it to the Chief Financial Officer and the Chief Executive Officer of the Green Valley Nursing Home.

After performing the ratios listed on part B of the assignment:

- Calculate the ratios listed.
- Interpret the results of your ratio: 1-3 lines.
- Compare your results with the sector average on that ratio slide: 1-3 lines.
- Provide your recommendation for the nursing home based on results of your ratio analysis: 1-3 lines.

Requirements:

- A 3- to 5-slide presentation (excluding title and reference slides) (PowerPoint, Prezi, or Google slides),
- Including detailed speaker's notes, and
- Formatted according to the CSU-Global Guide to Writing and APA.
- Include a minimum of two (2) credible, academic references.
- Be sure to discuss and reference concepts taken from the assigned textbook reading and relevant research.
- Review the grading rubric to see how you will be graded for this assignment.

Module 8

Readings

- Lowe, G. (2018). Value-based healthcare. *The Journal for Nurse Practitioners*, 14(3), 210.
- Nordin, P., Kork, A., & Koskela, I. (2017). Value-based healthcare measurement as a context for organizational learning. *Leadership in Health Services*, 30(2), 159-170.
- Willis, G., Cave, S., & Kunc, M. (2018). Strategic workforce planning in healthcare: A multi-methodology approach. *European Journal of Operational Research*, 267(1), 250-263.
- Wilson, H., Gole, J., Mishra, B., & Mishra, J. (2016). Value based healthcare. *Advances in Management*, 9(1), 1-8.

Discussion (25 points)

Portfolio Project (250 points)

Choose one of the following two projects to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Business Plan Paper

The portfolio project for this course is a scenario where you are an administrator in a hospital system. The hospital system is building an outpatient facility and is including many departments in the hospital. Your job as administrator is to pick one technology or service that relates to a procedure or service for patients and write a business plan to incorporate this service or procedure into this building.

Examples for this project could be a piece of radiology imaging equipment, a piece of laboratory equipment, a surgery device such as robotics, physical or occupational therapy equipment, etc. You are to pick one department and one service or procedure to add to this business. Reach out to your instructor to discuss other opportunities you may be interested in using other than these examples.

Your business plan will include:

- Project name,
- An executive summary,
- Project's purpose including organizational need,
- Description of the services or procedures that you are proposing,
- 3-year financial income statement projection (Do not include any building or construction costs),
- Description of how this will be funded,
- Market size and competition,

- Marketing and sales section, and
- Summary or closing.

Requirements:

- An 8- to 10-page paper (excluding title and reference pages),
- Formatted according to the CSU-Global Guide to Writing and APA.
- Include a minimum of four (4) credible, academic or professional references beyond the text or other course materials.
- Be sure to discuss and reference concepts taken from the assigned textbook reading and relevant research.
- Review the grading rubric to see how you will be graded for this assignment.
- Reach out to your instructor earlier rather than later if you are having difficulties.

Option #2: Business Plan Presentation

The portfolio project for this course is a scenario where you are an administrator in a hospital system. The hospital system is building an outpatient facility and is including many departments in the hospital. Your job as administrator is to pick one technology or service that relates to a procedure or service for patient and create 14- to 16-slide presentation displaying the business plan to incorporate this service or procedure into this building.

Examples for this project could be a piece of radiology imaging equipment, a piece of laboratory equipment, a surgery device such as robotics, physical or occupational therapy equipment, etc. You are to pick one department and one service or procedure to add to this business. Reach out to your instructor to discuss other opportunities you may be interested in using other than these examples.

Your business plan will include:

- Project name,
- An executive summary,
- Project's purpose including organizational need,
- Description of the services or procedures that you are proposing,
- 3-year financial income statement projection (Do not include any building or construction costs),
- Description of how this will be funded,
- Market size and competition,
- Marketing and sales section, and
- Summary or closing.

Requirements:

- A 14- to 16-slide presentation (excluding title and reference slides) (PowerPoint, Prezi, or Google slides),
- Formatted according to the CSU-Global Guide to Writing and APA.
- Include a minimum of four (4) credible, academic or professional references beyond the text or other course materials.
- Be sure to discuss and reference concepts taken from the assigned textbook reading and relevant research.
- Review the grading rubric to see how you will be graded for this assignment.

- Reach out to your instructor earlier rather than later if you are having difficulties.

SAMPLE

COURSE POLICIES

Grading Scale	
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

Course Grading

20% Discussion Participation
40% Critical Thinking Assignments
40% Final Portfolio Project

SAMPLE

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 /repurposing your own work (see CSU-Global Guide to Writing & APA 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 & APA when citing in APA (based on the most recent APA style manual) for all assignments. A link to this guide should also be provided within most assignment descriptions in your course.

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.