



## COURSE REQUIREMENTS AND BASIS FOR FINAL GRADE

- **Midterm Exams (60%)**

Three **midterm exams** will be given, and will comprise 60% of the final grade (20% each). Midterm exams are *not* cumulative. Contents of the exams will be based on lectures and reading assignments. Format of the exam may include multiple choice and true/false. Exams *must* be taken during the scheduled time period. Makeup exams will be granted only in exceptional situations and *only* if arranged in advance. Verification from a physician is required for absence during an exam for medical reasons.

No cumulative final exam will be given in this course. Midterm Exam #3 will be administered during Finals Week, during the scheduled final exam time period. This time period is scheduled by Indiana University to take place on Tuesday, May 2, 2017, from 5:00 p.m. to 7:00 p.m., in SPEA 169.

- **Case Studies (20%)**

You will need to prepare and submit in writing a minimum of five (5) case studies from among a list of sixteen (16) available case studies. Case studies generally follow our lecture topics. Case studies are actual or fictional scenarios in a hospital setting. Some of the cases are provided in the textbook, while others were written by me based upon my experiences in the hospital setting.

You may use your own discretion in selecting which cases to prepare and submit during the semester. This will require you to pace your own work schedule over the semester. Each case has a submission deadline, shown on the schedule. Case submissions will not be accepted after their deadline.

Each of your submissions will be graded and recorded in the Canvas gradebook in the order in which they are received, up to a total of five (5) case studies. *If you wish to submit more than the required five (5) case studies, you may do so. Your highest scored five (5) case submissions will be recorded in the Canvas gradebook.*

Case study guidelines and submission format will be posted on Canvas at the beginning of the semester. Case study submissions are typically two (2) written pages of your own analysis and recommendations. Cases are practical in nature and require *practical* (vs. academic) analysis and *action-oriented* recommendations.

- **Unannounced Quizzes (10%)**

You *must* read the assigned chapter from the textbook *prior to each lecture session* in order to maximize your preparedness. Six (6) *unannounced* quizzes will be given at the beginning of class to assess whether you read the assigned chapter and understood the concepts presented. Your one (1) lowest score quiz will be automatically dropped by Canvas from your course grade. Each counted quiz will count for 2% of your final grade. One careful reading in advance should be sufficient for you to perform well on each quiz.

- **Attendance (10%)**

Attendance in class is essential for your understanding of the material and to perform satisfactorily on examinations.

Attendance will comprise 10% of the final grade.

Attendance tracking for credit will begin on **Thursday, January 12, 2017**.

A total of **two absences**, for any reason, will be permitted without deducting attendance points. Please note that Canvas automatically drops your two lowest attendance scores. Thus, you will not be penalized for your first two absences. The instructor does not evaluate if an absence is considered excusable or not.

***It is your responsibility to sign the attendance roster each class session.*** Points are awarded simply based on the number of classes attended. Please direct questions regarding your attendance record to our Undergraduate Teaching Assistant.

- **Basis for Final Grade**

Criterion	Possible Percent
Midterm Exam #1	20%
Midterm Exam #2	20%
Midterm Exam #3	20%
Case Studies	20%
Random Quizzes (5)	10%
Attendance	10%
<b>Total</b>	100%

Grade	Minimum
A+	97.0%
A	93.0%
A-	90.0%
B+	87.0%
B	83.0%
B-	80.0%
C+	77.0%
C	73.0%
C-	70.0%
D+	67.0%
D	63.0%
D-	60.0%
F	<60.0%

**Note:** Your final letter grade is assigned by referring to the above chart. You **must** achieve the shown minimum score in order to earn that letter grade. This means a final score of 89.99% is assigned a letter grade of B+. **I do not “round up” grades.** At the end of the semester, please do not request me to “round up” your grade. Such requests will be ignored as it would be unfair to other students to adjust your grade based on request.

## Lecture Recordings

Daily classroom sessions are recorded and provided to you as a key learning resource. I use the Echo360 classroom recording system, which captures the classroom audio, slides and video (certain classrooms) for your later review.

The recordings may be accessed via a tab on the left hand side of the Canvas page, and are easily accessible. Occasionally, technical issues outside my control make recorded lectures inaccessible; therefore, the live lectures should be considered your primary resource.

## GENERAL EXPECTATIONS

1. Attendance and participation in class is essential. Experience shows that students who do not attend class regularly tend to perform poorly, as exam questions will come from lectures/discussions as well as the textbook. If you have to miss a class, you are strongly advised to review the lecture recordings or get lecture notes from other students.
2. Anyone attending class is expected to conduct him or herself appropriately. Academic and personal misconduct by students in this class are defined and dealt with according to the procedures in the Code of Students Ethics. You are responsible for being familiar with this code and all other relevant SPEA and University policies.
3. I have observed and reported Academic Misconduct to the Office of Student Ethics in many of the past semesters. Please do not attempt to engage in Academic Misconduct, as you will be reported without discussion.
4. Lectures will be recorded and posted to Canvas using the Echo360 system. Many students are not taking enough notes in class, so I am providing these recordings as a primary learning tool to enable you to perform better on the exams. The best performing students indicate that reviewing the recordings is essential to performing well on the exams.
5. In addition to attending class there is an expectation that you will spend approximately three to four hours a week reading.
6. ***Silence cell phones and other distracting electronic devices while in class. You are allowed to use laptop/notebook/tablet computers to take notes.*** Electronic devices, including smart phones and watches, must be put away during exams.
7. Students needing accommodations because of disability must register with the Office of Disability Services for Students (DSS) and complete the appropriate forms issued by DSS before accommodations will be given. The DSS office may be accessed as follows: Herman B. Wells Library, Room W302, <http://studentaffairs.iub.edu/dss/>, (812) 855-7578.
8. Along with information given in class, Canvas will be an important source of information for the course, including any class cancellation notices, exam date changes and clarifications concerning course expectations.
9. If you have questions about your grade, you must inquire in person or in writing.

**H402 Hospital Administration  
Schedule of Topics  
Spring 2017**

<i>Dates</i>	<i>Topic</i>	<i>Reading</i>
Tues, Jan 10	Introduction, Course Overview & Syllabus	
Thurs, Jan 12	History of Hospitals and Healthcare	Ch. 1
Tues, Jan 17	Ownership and Classification of Hospitals; Regulatory Oversight	Ch. 2 Ch. 22
<b>Section 1</b>	<b>The Three Branches of Hospital Organization: Governance, Administration and Medical Staff</b>	
Thurs, Jan 19	Governance	Ch. 3
Tues, Jan 24	Administration <i>Case Study Due: #7 You're On The Hospital Board!</i>	
Thurs, Jan 26	Administration (continued)	
Tues, Jan 31	The Medical Staff <i>Case Study Due: #8 You're the New CEO!</i>	Ch. 5, 6
Thurs, Feb 2	The Medical Staff (continued)	
<b>Section 2</b>	<b>Access and Quality</b>	
Tues, Feb 7	Doorways into the Hospital <i>Case Study Due: #1 Towel? What Towel?</i> <i>Case Study Due: #3 Problems for the New Administrator</i>	Ch. 4
Thurs, Feb 9	Quality Management and Clinical Performance <i>Case Study Due: #13 New Board Member Suggestion</i> <i>Case Study Due: #18 An Application for Privileges</i>	Ch. 27
Tues, Feb 14	<b>Midterm Exam #1</b>	
<b>Section 3</b>	<b>Clinical Services</b>	
Thurs, Feb 16	Nursing <i>Case Study Due: #5 Controls and Indicators for the Ship</i> <i>Case Study Due: A Mistake (Posted under Files &gt; Cases)</i>	Ch. 7
Tues, Feb 21	Nursing (continued)	
Thurs, Feb 23	Ancillary Services: Laboratory, Diagnostic Imaging, Pharmacy <i>Case Study Due: The Nursing Shortage (Posted under Files &gt; Cases)</i>	Ch. 9, 10, 14
Tues, Feb 28	Ancillary Services: Rehabilitation, Respiratory Therapy, Clinical Dietetics <i>Case Study Due: Point of Care Testing (Posted under Files &gt; Cases)</i>	Ch. 11, 12, 13
Thurs, Mar 2	Ancillary Services (continued)	
<b>Section 4</b>	<b>Patient Support Services</b>	
Tues, Mar 7	Nutrition, Telecommunications, Pastoral Care, Volunteers	Ch. 15
Thurs, Mar 9	Special Populations and Social Work Services	Ch. 8, 16
Tues, Mar 14	<b>Spring Break - No Class</b>	-
Thurs, Mar 16	<b>Spring Break - No Class</b>	-

Tues, Mar 21	Health Information Management	Ch. 17
Thurs, Mar 23	Health Information Management (continued)	
Tues, Mar 28	<b>Midterm Exam #2</b>	
<b>Section 5</b>	<b>The Environment of Care</b>	
Thurs, Mar 30	Physical Facility Management; Environmental Services <i>Case Study Due: #15 Changes</i>	Ch. 18
Tues, Apr 4	Security and Safety	Ch. 11, 19
<b>Section 6</b>	<b>Human Resources Management</b>	
Thurs, Apr 6	Human Resources Management <i>Case Study Due: #14 I Hurt</i>	Ch. 20, 21
Tues, Apr 11	Human Resources Management (continued)	
Thurs, Apr 13	Human Resources Management (continued if necessary)	
<b>Section 7</b>	<b>Strategic and Financial Management</b>	
Tues, Apr 18	Strategic Planning and Marketing <i>Case Study Due: #4 I'm Calling the EEOC and Filing a Complaint</i> <i>Case Study Due: #17 HIPAA Violations</i> <i>Case Study Due: One Big Happy Family (Posted under Files &gt; Cases)</i>	Ch. 23, 24
Thurs, Apr 20	Financial Management <i>Case Study Due: #9 The Need to Communicate</i>	Ch. 25, 26
Tues, Apr 25	Financial Management (continued)	
Thurs, Apr 27	Makeup Day (if necessary)	
Tues, May 2	<b>Midterm Exam #3 (5:00 p.m. to 7:00 p.m., SPEA 169)</b>	-

***There will be no cumulative final exam. Midterm Examination #3 will be administered at the assigned time for the final. This time is assigned by the University and cannot be changed. You must arrive on time and start the exam at 5:00 p.m.***

### STUDENTS WITH DISABILITIES

Students needing accommodations because of disability will need to register with the Office of Disability Services for Students (DSS) and complete the appropriate forms issued by DSS before accommodations will be given. The DSS office may be accessed as follows:

Office of Disability Services for Students  
Herman B. Wells Library, Room W302  
<http://studentaffairs.iub.edu/dss/>  
(812) 855-7578

The Office of Disability Services for Students (DSS) assists students with physical, learning, and temporary disabilities achieve their academic goals. We work with students and instructors to facilitate accommodation delivery and to link our students to resources – transportation service, mentoring and internship programs, and housing – essential to success.

### Academic Dishonesty

SPEA faculty do not tolerate cheating, plagiarism, or any other form of academic dishonesty. If you have not done so, you should read the IUB *Code of Student Rights, Responsibilities, and Conduct*, which can be accessed at <http://www.iu.edu/~code/code/index.shtml> so you will be sure to understand what these terms mean and what penalties can be issued for academic dishonesty. Academic dishonesty can result in a grade of F for the class (an F for academic dishonesty cannot be removed from the transcript). Significant violations of the Code can result in expulsion from the University.

Plagiarism is using another person's words, ideas, artistic creations, or other intellectual property without giving proper credit. According to the *Code of Student Rights, Responsibilities, and Conduct*, a student must give credit to the work of another person when he/she does any of the following:

- a. Quotes another person's actual words, either oral or written;
- b. Paraphrases another person's words, either oral or written;
- c. Uses another person's idea, opinion, or theory; or
- d. Borrows facts, statistics, or other illustrative material, unless the information is common knowledge.

### Civility

Civility is important in an academic community to ensure that all parties—students, staff, and faculty—are working in an environment that fosters achievement of the individual's and community's goals and objectives. Civility requires all parties to demonstrate personal integrity and conduct themselves in a manner that shows respect, courtesy and tolerance to others. Examples of discourteous behaviors during class include reading the newspaper, listening to headphones, talking or laughing with others, chronically arriving late, and so forth. These behaviors are distracting to the instructor and classmates, and SPEA faculty will address these problems as they arise. Maintaining and fostering civility inside and outside the classroom is especially important to SPEA, which is a professional school.

Pursuant to the Indiana University Student Code of Conduct, disorderly conduct which interferes with teaching, research, administration, or other university or university-authorized activity will not be tolerated and will be immediately reported to the Office of The Dean of Students for appropriate disposition which may result in disciplinary action including possible suspension and/or expulsion from the university.

### Communication between Faculty and Students

In order to verify the identity of all parties involved, effective September 1, 2004, all email communication from current SPEA students to SPEA staff must originate from an Indiana University email account. For email communication with SPEA faculty, current SPEA students should refer to course syllabi for instructors' preferences (Oncourse, Webmail, etc.). This policy applies to current students only. Instructions for forwarding your IUB email to another account can be found at:

<http://kb.indiana.edu/data/beoj.html?cust=687481.87815.30>

### Course Withdrawals

Students who stop attending class without properly withdrawing from the class may receive a grade of F. It is important to withdraw from a course within specified timeframes (see chart below). Note that withdrawals after Week 12 of a regular session or Week 4 of a summer session are rarely granted. **Poor performance in a course is not grounds for a late withdrawal.**

No withdrawal forms will be processed in the Office of the Registrar after the last day of classes. Any requests for a late withdrawal after the last day of classes must go through the grade appeal process, but each student should remember that in accordance with campus policy, SPEA does not permit a student to withdraw from a course if he/she has completed the course requirements. Grade replacement should be used in this case. To withdraw, obtain a withdrawal slip (DROP/ADD Form) from the SPEA Student Services window. Instructions for completing it are given on the form.

Withdrawal Deadlines	
Course deleted from record, no grade assigned, 100% refund (Advisor signature <b>IS NOT</b> required)	Week 1 (last day)
Withdrawal with automatic <u>grade of W</u> (Advisor signature <b>IS</b> required)	Week 2- Week 7 (regular session) Week 2 - Week 3 (summer session)
Withdrawal with <u>grade of W or F</u> (Advisor and instructor signatures <b>ARE</b> required)	Week 8 - Week 12 (regular session) Week 3 - Week 4 (summer session)

### Incompletes

A grade of incomplete (I) indicates that a 'substantial portion' of the work in a course has been satisfactorily but not entirely completed by the student as of the end of the semester. The incomplete can be given to a student facing a hardship such that it would be unjust to hold the student to the established time limits for completing the work. To be eligible for the incomplete in a SPEA course, the student's work must be of passing quality, and the student must have completed 75% of the course requirements. **Poor performance in a course is not grounds for an incomplete.** SPEA follows the campus guidelines in awarding incompletes which may be accessed at the Office of the Registrar's website at:

[http://registrar.indiana.edu/stu\\_grades.shtml](http://registrar.indiana.edu/stu_grades.shtml)

Incompletes must be removed within a time period not to exceed one year after the semester in which the student was enrolled in the course. The incomplete will revert to an 'F' if the work is not completed within the allotted timeframe established by the instructor.

### Students Called to Active Duty

SPEA encourages any student who is in the Indiana Military Reserves and is called to active duty to finish his/her coursework if at all possible. Students who cannot complete their courses have the option of withdrawing with 100% fee refund, but this request must be made within one week of being called to active duty. Students who are called to active duty may qualify for an incomplete (provided that all the above criteria have been met). For further information, please see the Office of the Registrar's website at:

[http://registrar.indiana.edu/stu\\_infopoli.shtml](http://registrar.indiana.edu/stu_infopoli.shtml)

### Final Exam Schedule

If a final exam is given, it must be held on the day and time set in the final exam schedule. If an instructor has changed the final exam date, the student should first consult with the instructor. Students who have more than three final exams in one day or insufficient time to get from one exam to another should consult with their instructors to resolve these conflicts. Exams may not be given in the week before the final exam week. If a student is not able to resolve a final exam problem with the instructor, the student may report the problem to the Director of Undergraduate or Graduate programs. The final exam week schedule can be found at the Office of the Registrar's website at:

[http://registrar.indiana.edu/stu\\_calsche.shtml](http://registrar.indiana.edu/stu_calsche.shtml)