

**Course Title:** Leadership and Management of Organizations Contributing to Public Health III

**Course Number:** UGPH 0723

**Course Pre- and Co-requisite(s):** Leadership and Management of Organizations Contributing to Public Health I and II

**Course Location:** Executive Format weekend at the School of Public Health Newark, One Riverfront Plaza, Suite 1020, Newark N.J. 07102

Seven online synchronous sessions (plus additional work with colleagues and via asynchronous discussion on message boards).

**Course Date & Time:** Seven, 2-hour synchronous sessions throughout the semester held on seven Tuesday evenings (1/18, 02/01, 02/15, 03/01, 03/22, 04/05, 04/19) from 6:30-8:30pm plus Executive Format weekend **April 28-30, 2022.**

**Course Instructor:** Leslie M. Kantor, PhD, MPH  
Professor and Chair Urban-Global Public Health  
Rutgers School of Public Health  
[leslie.kantor@rutgers.edu](mailto:leslie.kantor@rutgers.edu)

**Office Hours:** By appointment

**Course Assistant:** Devery Volpe, [Devery.Volpe@Rutgers.edu](mailto:Devery.Volpe@Rutgers.edu)

**Course Website:** <https://rutgers.instructure.com/courses/177403>

**Required Course Text Additional/Supplemental Readings:** See all sessions.

## Course Description:

Leadership and management are essential to all organizations and professional fields. For organizations that aim to contribute to improvements in public health, leadership and management are essential to fulfilling organizational missions and achieving impact. Leaders need a high level of self-awareness, a broad set of skills, and an understanding of the network of organizations, resources, and expertise in their fields. In addition, a focus solely on individual leadership and management skills neglects the macro environment in which organizations and leaders are operating. Without an understanding of the structures and systems that drive organizational and individual behavior, actions are more likely to result in problematic or unintended consequences and in avoidable setbacks. For any organization that directly influences public health and healthcare, these organizational failures have serious consequences.

Our work together in this course will include a chance to build systems thinking capacity, develop strategies for influencing organizations within complex macro environments, and practical skills for all aspects of organizational leadership and management. We will center the need for recruiting, retaining, and developing diverse professionals within our organizations.

Participants will also have an opportunity to explore their own leadership goals, to work collaboratively with the other members of the DrPH program and to meet numerous leaders who will join as guests.

Note: leadership can certainly be exercised from outside of organizations but most people will establish their leadership profile and management skills within organizations so that will be our focus, although we will consider how leaders extend their influence outside of organizational roles and constraints and how leaders outside of the field of public health impact public health both intentionally and unintentionally. Elected officials' perspective and approach to public health will be covered mainly in the Policy, Power, and Advancing Public Health course but we will consider the policy maker perspective as we problem solve.

In the final course in the sequence, the key topics include revisiting organizational failure, types of organizational structures (especially structures that include multiple organizations or mergers and acquisitions), measuring impact and ROI, and numerous aspects of budget including procurement, contracting, financial management and financial analysis. Assignments include developing a leadership project for your organization which also satisfies the requirements for the DrPH applied practice experience (see grid below for additional information). The final course also includes completing the BEAM course. More information on that program is available here: <https://opa.dcie.miami.edu/pro-certificates/public-health/building-expertise-admin-manage/index.html>

### **Expectations:**

- This course utilizes a variety of active learning strategies that will draw on participants' own experience and expertise. In order to contribute to and benefit from the courses, please complete the readings and pre-class assignments on time. If you need an extension on any assignment, please reach out to the professor as soon as you realize that to see what accommodations can be made.
- This course is offered partially in executive format (Thursday evening/Friday/Saturday) and otherwise as an online synchronous course. Dates for the executive format session for this class are as follows: Thursday April 28, Friday April 29, Saturday April 30.
- Students are expected to attend all classes. If you must miss a session or part of a session, let the professor know as soon as possible and arrange with another student to give you an overview of what was covered. This is NOT a PowerPoint/lecture-based class (see bullet one) so it will be challenging to appreciate the material if you are absent. Online, synchronous classes can be attended from any location.
- Students are expected to join the online, synchronous classes using both video and audio. To ensure the smooth functioning of the course for all, please plan to be somewhere with reliable WiFi and test your access to the system in advance of sessions, especially if you are in a new location.
- Students will learn from one another as well as from the professor and outside guest experts. Everyone will benefit if we are all dedicated to helping one another strengthen our knowledge and skills.
- We will develop a set of group agreements about how we interact with one another during our first weekend together.

**Selected Concentration Competencies Addressed:**

**Note: For this DrPH Course the number next to competency reflects the number in the CEPH competencies addressed**

**(6).** Integrate knowledge, approaches, methods, values and potential contributions from multiple professions and systems in addressing public health problems. (Assessed by Final Exam.)

**(9).** Create organizational change strategies. (Assessed by Leadership Project and Case Analysis.)

**(11).** Assess one's own strengths and weaknesses in leadership capacities, including cultural proficiency. (Assessed by Leadership Project and Self-Assessment.)

**(12).** Propose human, fiscal and other resources to achieve a strategic goal. (Assessed by Final Exam.)

**(17).** Propose InterProfessional team approaches to improving public health. (Assessed by Final Exam and Case Analysis.)

**(18)** Cultivate new resources and revenue streams to achieve a strategic goal.

**Additional competency:** Analyze principles for effective communication in traditional and social media and develop skills for effectively representing organizations in the media. (Assessed by LinkedIn and personal website assignment.)

Please visit the Concentration webpages on the School of Public Health's website at [sph.rutgers.edu](http://sph.rutgers.edu) for additional competencies addressed by this course for other degrees and concentrations.

**Course Objectives:**

As a result of participating in the course, preparing the cases, doing the readings and interacting with the other students and the guest speakers, students will be able to:

- Advance their current organizations by planning a salient project for implementation in their workplace.
- Articulate their professional goals and create a stronger presence in their organization and field.
- Develop strategies to strengthen areas of needed growth in management and leadership.
- Develop and manage budgets for a variety of organizational types.
- Calculate ROI and SROI for projects and organizations.

**Guest speakers/instructors/facilitators:**

Danny Ceballos, MBA, MA, Unleashed Consulting  
 Carolyn Ho, MEd, Vice President, Nonprofit Professionals Advisory Group  
 Jim Johnson, JD, Chief Operating Officer, Trinity Church Wall Street  
 Cara Pearsall, MPH, Principal Nonprofit Professionals Advisory Group  
 Tom Subak, founder Reimagination Lab  
 Elizabeth Sully, PhD, Senior Research Scientist Guttmacher Institute  
 Miriam Warren, Chief Diversity Officer at Yelp  
 Catherine Wilson, President and CEO of United Way of Greater Newark

**Course Requirements and Grading:**

Assignment	Competencies Assessed	Notes
Contributions to course/participation	Various	Points: 10
<p>Leadership Project and Reflection</p> <p>For this course, you will engage in a leadership project at your current organization or in a volunteer role that you hold to include a self-assessment of leadership and management strengths and areas of needed improvement.</p> <p>Create a 10-minute TED-style talk to do on one of the full days of our executive format weekend.</p> <p>Write a 3-5 page reflection on what you learned from the experience, personal strengths and weaknesses to continue to work on, and how your project was received by the organization.</p>	<p><b>(9)</b> Create organizational change strategies.</p> <p><b>(11)</b> Assess one's own strengths and weaknesses in leadership capacities, including cultural proficiency.</p> <p><b>(17)</b> Propose InterProfessional team approaches to improving public health.</p>	Points: 30
Linked In and personal website development plus peer assessment of at least 2 classmates' profiles/websites.	Additional competency: Understand principles for effective communication in traditional and social media and develop skills for effectively representing organizations.	Points: 10

<p>Complete the BEAM course: As part of this semester's course, you will be completing the BEAM program that was jointly developed by the University of Miami and the deBeaumont foundation to teach public health professionals about budgeting, procurement, logistics and related issues.</p>	<p><b>(12).</b> Propose human, fiscal and other resources to achieve a strategic goal. (Assessed by Final Exam.) <b>(17).</b> Propose InterProfessional team approaches to improving public health. (Assessed by Final Exam and Case Analysis.) <b>(18)</b> Cultivate new resources and revenue streams to achieve a strategic goal.</p>	<p>Points: 10</p>
<ul style="list-style-type: none"> <li>• Zero based budget for complex public health initiative, developed and presented in a group</li> <li>• Organizational change implementation memo to leader (2022 = to Dr. Walensky of the CDC on implementing suggested changes from agency review process)</li> </ul>	<p><b>(9)</b> Create organizational change strategies.  (17) Propose InterProfessional team approaches to improving public health.  (18) Cultivate new resources and revenue streams to achieve a strategic goal.</p>	<p>Points: 20 (10 points each)</p>
<p>Final exam</p>	<p><b>(6)</b> Integrate knowledge, approaches, methods, values and potential contributions from multiple professions and systems in addressing public health problems. <b>(9)</b> Create organizational change strategies. <b>(12)</b> Propose human, fiscal and other resources to achieve a strategic goal.</p>	<p>Points: 20</p>

**School-wide Uniform Grading Scale:**

*Grading Policy:*

94 – 100	A
90 – <94	A-
87 – <90	B+
84 – <87	B
80 – <84	B-
77 – <80	C+
70 – <77	C
<70	F

**Course Schedule:**

## **Online Synchronous session 1: Tuesday January 18, 6:30-8:30pm. Organization Failure: Thinking Through the Forces that Influence Organizational Behavior**

Topics: What influences organizational behavior, typical patterns that lead to organization failure, create organizational change strategies to prevent failure, understand principles for effective communication in traditional and social media and develop skills for effectively representing organizations, assess one's own strengths and weaknesses in leadership capacities.

### **Readings:**

Vaughan, D. (2005). Organizational rituals of risk and error. *Organizational encounters with risk*, 33-66.

### **Tasks:**

All students have been provided complementary access to the BEAM course and should complete it by the time the BEAM course expires on **April 3, 2022**.

### **Case to Prepare**

Applegate, L., Vinze, A., Ipe, M. (November 30, 2005). County Department of Public Health: Organizing for Emergency Preparedness and Response. Cambridge, MA. *Harvard Business School*. (Click on the following <https://hbsp.harvard.edu/import/897583> unique link to the Coursepack. You will be prompted to log into the HBP Education website if you already have an account. Otherwise, from the same screen, you can register for a student account).

**Assignment 1 given:** Applied Practice Experience/Leadership Project, Learning Agreement due by February 8, 2022.

## **Online Synchronous session 2: Tuesday February 1, 6:30-8:30pm. Measuring Organizational Impact and ROI (current practices and new options)**

Topics: Assessing organizational effectiveness, integrate knowledge, approaches, methods, values and potential contributions from multiple professions and systems, propose human, fiscal and other resources to achieve the strategic goal of measuring and telling the story of your organizational impact and programmatic ROI, create organizational change strategies (if needed) to encourage this assessment of impact.

**Guest Speaker:** Guest speaker, Elizabeth Sully, PhD, Senior Research Scientist Guttmacher Institute

### **Readings:**

Community Services Analysis. The Social Return on Investment Analysis Process. CSACA Community Service Analysis LLC.

Community Services Analysis. Alabama Network of Family Resource Centers. Social Return on Investment Analysis for the year ended June 30, 2014. CSACA Community Service Analysis LLC.

Gugerty, M. and Karlan, D. (2018) Ten Reasons Not to Measure Impact—and What to Do Instead. *Stanford Social Innovation Review*. (spring 2018 issue).

Stombaugh, H. (2019). How to Prove Nonprofit Impact with SROI. *The Balance Small Business*.

### **Video and Discussion Board between Class 1 and Class 2:**

Watch Ted Talk by Rosalinde Torres and answer at least 1 of the 3 questions she poses about leadership:

[https://www.ted.com/talks/roselinde\\_torres\\_what\\_it\\_takes\\_to\\_be\\_a\\_great\\_leader](https://www.ted.com/talks/roselinde_torres_what_it_takes_to_be_a_great_leader)

**Review:** Guest speaker, Elizabeth Sully, PhD, Senior Research Scientist Guttmacher Institute

[cv](#), [Guttmacher Institute](#), [Rakai Health Sciences Program](#), [Medical Research Council & Uganda Virus Research Institute](#)

**Online Synchronous session 3: Tuesday February 15, 6:30-8:30pm. Scaling Initiatives and Growing Appropriately**

Topics: Approaches to replication and scaling, mergers and acquisitions, typical challenges in scaling and how to mitigate, create organizational change strategies needed to set up successful scaling efforts, assess one's own strengths and weaknesses in leadership capacities.

**Guest speaker:** Tom Subak, founder Reimagination Lab

**Readings:**

Campbell, K., Taft-Pearman, M., and Lee, M. (2008). Getting Replication Right. *The Bridgespan Group*.

Gelfand et al. (2018). One Reason Mergers Fail: The Two Cultures Aren't Compatible. *The Harvard Business Review*.

Indig, D., Lee, K., Grunseit, A. et al. Pathways for scaling up public health interventions. *BMC Public Health* 18, 68 (2018)

Sutton, R. (2014). Eight Essentials for Scaling Up Without Screwing Up. *The Harvard Business Review*.

**Review:** Speaker Tom Subak, links to a few organizations where he has served in a leadership capacity.

Chief Strategy Officer and Assistant to the President [Planned Parenthood Federation of America](#), Consultant Chief Partnership Officer [Catchafire](#), [Tom Subak LinkedIn](#)

**Online Synchronous session 4: Tuesday March 1, 6:30-8:30pm. Partnering with Government for Impact and Zero-Based Budgeting**

Topics: Cultivate new resources and revenue streams to achieve a strategic goal, budget to support organizational and public health needs, approaches to budgeting, dealing with contracting and procurement, analyze differences between varying types of organizations in terms of budgeting, procurement and contracting.

**Guest speaker:** Jim Johnson, JD, Chief Operating Officer, Trinity Church Wall Street

**Readings:**

Rodrigues, G., Fien-Helfman, J., Barber, E., Peck, A. (2015). Zero Based Budgeting: Zero or Hero? *Deloitte.com*. Copyright © 2015 Deloitte Development LLC. All rights reserved.

**Review:** Speaker Jim Johnson, links to a few organizations where he has served in a leadership capacity.

Chief Operating Officer [Trinity Church Wall Street](#), [Corporation Counsel City of New York](#), [Office of the Governor State of New Jersey](#), [Brennan Center for Justice](#), [Debevoise & Plimpton](#), [Jim Johnson LinkedIn](#)

## **Online Synchronous session 5: Tuesday March 22, 6:30-8:30pm. Complex Organization Budgets (including Federations and Associations)**

Topics: Varying approaches to complex budgets, revenue sharing, how to cultivate new resources and revenue streams to achieve strategic goals, creating organizational change strategies related to development and budget.

**Guest speaker:** Miriam Warren, Chief Diversity Officer at Yelp

### **Readings:**

Selsky, J. W. (1998). Developmental dynamics in nonprofit-sector federations. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 9(3), 283-303.

### **Review:**

Speaker Miriam Warren, Chief Diversity Officer at Yelp - links to a few organizations where she has served in a leadership capacity.

Chief Diversity Officer at [Yelp](#) (previously at Yelp; Senior VP Engagement, Diversity and Belonging, VP Engagement and Culture, VP of New Markets, VP of European Markets, Director of Marketing, Community Manager)

Board Chair [Yelp Foundation](#)

Board Co-Chair [Common Future](#)

Board Vice-Chair [ETR](#)

## **Online Synchronous session 6: Tuesday April 5, 6:30-8:30pm. Organizational Transformation: Processes, Buy-In and Outcomes**

Topics: Examples of organizational transformation and elements of success/failure, assess one's own strengths and weaknesses in leadership capacities related to transformation, create organizational change strategies that are large scale and truly transformational, integrate knowledge, approaches, methods, values and potential contributions from multiple professions and systems in achieving transformation, benefits, and risks of consultant-driven processes.

Note: Will distribute questions to prepare related to the Humana case on this date to guide preparation.

**Guest Speaker:** Catherine Wilson, President and CEO of United Way of Greater Newark

### **Readings:**

Anderson, M. and Jefferson, M. (2018). *Transforming Organizations: Engaging the 4Cs for Powerful Organizational Learning and Change*. Bloomsbury Business. (Chapters 1-4).

Campbell, V., Virani, S. and Lanney, J. (2016). *Network Transformation Can Big Nonprofits Achieve Big Results?* The Bridgespan Group.

Malhotra, N. & Hinings, C.B. (2015). Unpacking continuity and change as a process of organizational transformation. *Long Range Planning*, 48(1), 1-22. *Science Direct*.

**Review:** Speaker Catherine Wilson, MSW - links to a few organizations where she has served in a leadership capacity.

President and CEO of [United Way of Greater Newark \(Links to an external site.\)](#) (formerly Senior Director of Community Impact and Strategy and also Program Design and Evaluation Specialist)

Associate Director, Program Services [Essex County CASA \(Links to an external site.\)](#)

Family Service Specialist State of New Jersey [DCP&P \(Links to an external site.\)](#) (Formerly DYFS)

Board Member Essex County [LGBT RAIN Foundation \(Links to an external site.\)](#)  
Vice Chairman Of The Board [Court Appointed Special Advocates \(CASA\) of New Jerse \(Links to an external site.\)](#)  
Board Member [NJ 2-1-1 Partnership](#)

## **Online Synchronous session 7: Tuesday April 19, 6:30-8:30pm. Additional Conversation about Organizational Transformation and Leading Organizational Change**

**Guest Speaker:** Michelle Edelstein, MPH, Director of Marketing and Communication, Rutgers School of Public Health

### **Readings:**

Anderson, M. and Jefferson, M. (2018). Transforming Organizations: Engaging the 4Cs for Powerful Organizational Learning and Change. Bloomsbury Business (Chapters 5-9).

## **Executive Format Session—April 28-30, 2022**

### **Readings:**

Apers, C. & Derous, E. (2017). Are They Accurate? Recruiters' Personality Judgments in Paper Versus Video Resumes. Computers in Human Behavior.

Doldor, E., Sealy, R., & Vinnicombe, S. (2016). Accidental activists: Headhunters as marginal diversity actors in institutional change towards more women on boards. Human Resource Management Journal, 26(3), 285-303.

Parker M., Nelson S. (2019). What a Companywide Book Club Could Do for Health Care Systems. Harvard Business Review.

Steffens, N. K., Fonseca, M. A., Ryan, M. K., Rink, F. A., Stoker, J. I., & Pieterse, A. N. (2018). How Feedback About Leadership Potential Impacts Ambition, Organizational Commitment, and Performance. The Leadership Quarterly, 29(6), 637-647.

van Esch, P., & Black, J. S. (2019). Factors that influence new generation candidates to engage with and complete digital, AI-enabled recruiting. Business Horizons, 62(6), 729-739.

Review the following search firm websites (or others that you have heard of/worked with)

- Koya Leadership Partners <https://koyapartners.com/>
- Russell Reynolds Associates <https://www.russellreynolds.com/>
- Isaacson, Miller Inc. <https://www.imsearch.com/>
- Korn Ferry <https://www.kornferry.com/>

### **Task: Case to Prepare for discussion during executive session.**

Kane, N. (2017). Humana's Bold Goal: 20% Healthier by 2020. Cambridge, MA. *Harvard Business School*. (Click on the following <https://hbsp.harvard.edu/import/897583> unique link to the Coursepack. You will be prompted to log into the HBP Education website if you already have an account. Otherwise, from the same screen, you can register for a student account.)

**Review:** Speaker(s) Carolyn Ho, MEd, and Cara Pearsall, MPH - links to a few organizations where they have served in a leadership capacity.

Carolyn Ho – Vice President, Nonprofit Professionals Advisory Group [NPAG](#), Vice Moderator [Christian Church \(Disciples of Christ\)](#), Interim Executive Director [Foundation for International Understanding Through Students](#) (previously Manager of Student Programs and Manager of Education Outreach), Event Director [Slumber Falls Camo and Retreat](#)

Cara Pearsall - Principal, Nonprofit Professionals Advisory Group [NPAG](#) (previously Senior Managing Associate and Senior Associate), Program Associate, [Grant Makers In Health](#), Health Promotion Specialist [Alice! Health Promotion - Columbia Health](#), Associate [Community Science](#)

**Review:** Danny Ceballos, MBA, MA - links to a few organizations where he has served in a leadership capacity.

Danny Ceballos - President [Unleashed Consulting](#), Executive Coach [Positive Intelligence](#), Executive Coach [JDG Strategic Services for Leaders & Teams](#), Vice President Community Services and Education [Planned Parenthood Shasta Pacific](#)

**Schedule and Topics:**

Topics: Career advancement including working with search firms, creating materials, interviewing, references (for yourself and others), initial negotiations and negotiating internal promotions plus ½ Presentations of Final Projects will take place (TED talk style presentations with slides), understanding how to use traditional and social media communication to expand your reach and profile.

**Thursday, April 28<sup>th</sup> 6:30pm-8:30pm** Meet each other in person for the first time!

**Friday, April 29<sup>th</sup> 9:30am-4:30pm** One Riverfront Plaza, 10<sup>th</sup> Floor, Newark, NJ

11:45am-12:45pm – Speaker Danny Ceballos, MBA, MA  
 3:30pm-4:30pm - Speaker(s) Carolyn Ho, MEd, and Cara Pearsall, MPH

**Saturday, April 30<sup>th</sup> 9:30am-4:30pm**, One Riverfront Plaza, 10<sup>th</sup> Floor, Newark, NJ

**Schedule and Topics:**

**Thursday, April 28<sup>th</sup> 6:30pm-8:30pm** Meet each other in person for the first time!

**Friday, April 29<sup>th</sup> 9:30am-4:30pm** One Riverfront Plaza, 10<sup>th</sup> Floor, Newark, NJ

Topics: Career advancement including working with search firms, creating materials, interviewing, references (for yourself and others), initial negotiations and negotiating internal promotions plus ½ Presentations of Final Projects will take place (TED talk style presentations with slides), understanding how to use traditional and social media communication to expand your reach and profile.

**Saturday, April 30<sup>th</sup> 9:30am-4:30pm**, One Riverfront Plaza, 10<sup>th</sup> Floor, Newark, NJ

Topics: Humana's Bold Goal case discussion, staying current in your field, developing a leadership profile and influencing your field, mentoring new leaders, when to leave an organization or role.

½ Presentations of Final Projects will take place

**FINAL EXAM**, take home, DUE Sunday May 8, 2022 by midnight.

**Learning Management System:** Canvas will be used extensively throughout the semester for course syllabus, assignments, announcements, communication and/or other course-related activities. It is the student's responsibility to familiarize themselves with Canvas and check it regularly. If you have difficulties accessing Canvas, please inform the instructor and Canvas Support ([help@canvas.rutgers.edu](mailto:help@canvas.rutgers.edu)). Canvas is accessible at [canvas.rutgers.edu](https://canvas.rutgers.edu).

**School of Public Health Honor Code:** The School of Public Health Honor Code is found in the School Catalog ([sph.rutgers.edu/academics/catalog.html](https://sph.rutgers.edu/academics/catalog.html)). Each student bears a fundamental responsibility for maintaining academic integrity and intellectual honesty in his or her graduate work. For example, all students are expected to observe the generally accepted principles of scholarly work, to submit their own rather than another's work, to refrain from falsifying data, and to refrain from receiving and/or giving aid on examinations or other assigned work requiring independent effort. In submitting written material, the writer takes full responsibility for the work as a whole and implies that, except as properly noted by use of quotation marks, footnotes, etc., both the ideas and the works used are his or her own. In addition to maintaining personal academic integrity, each student is expected to contribute to the academic integrity of the School community by not facilitating inappropriate use of her/his own work by others and by reporting acts of academic dishonesty by others to an appropriate school authority. It should be clearly understood that plagiarism, cheating, or other forms of academic dishonesty will not be tolerated and can lead to sanctions up to and including separation from the Rutgers School of Public Health.

**Students with Disabilities:** Rutgers University welcomes students with disabilities into all of the University's educational programs. In order to receive consideration for reasonable accommodations, a student must apply for Services by first completing a Registration Form with the Rutgers Office of Disability Services (ODS) at [ods.rutgers.edu](https://ods.rutgers.edu). The student will also be required to participate in an ODS intake interview and provide documentation. If reasonable accommodations are granted, ODS will provide you with a Letter of Accommodations which should be shared with your instructors as early in your courses as possible.

**Commitment to Safe Learning Environment:** The Rutgers School of Public Health is committed to helping create a safe learning environment for all students and for the School as a whole. Free expression in an academic community is essential to the mission of providing the highest caliber of education possible. The School encourages civil discourse, reasoned thought, sustained discussion, and constructive engagement. Provocative ideas respectfully presented are an expected result. An enlightened academic community, however, connects freedom with responsibility. The School encourages all students to disclose any situations where you may feel unsafe, discriminated against, or harassed. Harassment or discrimination of any kind will be not tolerated and violations may lead to disciplinary actions.

**Reporting Discrimination or Harassment:** If you experience any form of gender or sex-based discrimination or harassment, including sexual assault, sexual harassment, relationship violence, or stalking, know that help and support are available. You may report such incidents to the [RBHS Title IX Office](#) or to the School of Public Health's [Office of Student Affairs](#). Rutgers University has staff members trained to support survivors in navigating campus life, accessing health and counseling services, providing academic and housing accommodations, and more. If you experience any other form of discrimination or harassment, including racial, ethnic, religious, political, or academic, please report any

such incidents to the School's [Office of Student Affairs](#). The School strongly encourages all students to report any incidents of discrimination or harassment to the School. Please be aware that all Rutgers employees (other than those designated as confidential resources such as advocates, counselors, clergy and healthcare providers as listed in Appendix A to [Policy 10.3.12](#)) are required to report information about such discrimination and harassment to the School and potentially the University. For example, if you tell a faculty or staff member about a situation of sexual harassment or sexual violence, or other related misconduct, the faculty or staff member must share that information with the [RBHS Title IX Coordinator](#). If you wish to speak to a confidential employee who does not have this reporting responsibility, you can find a list of resources in Appendix A to University [Policy 10.3.12](#). For more information about your options at Rutgers, please visit [Rutgers Violence Prevention and Victim Assistance](#).

**Graduate Student Computer Policy:** Students are required to possess a personal laptop, no older than approximately two years, that must meet minimum requirements which may be found online at: [sph.rutgers.edu/student-life/computer-support.html](http://sph.rutgers.edu/student-life/computer-support.html)

**Policy Concerning Use of Recording Devices and Other Electronic Communications Systems:** When personally owned communication/recording devices are used by students to record lectures and/or classroom lessons, such use must be authorized by the faculty member or instructor who must give either oral or written permission prior to the start of the semester and identify restrictions, if any, on the use of mobile communications or recording devices.

**Policy Concerning Use of Turnitin:** Students agree that by taking this course all required papers may be subject to submission for textual similarity review to Turnitin.com (directly or via learning management system, i.e. Canvas) for the detection of plagiarism. All submitted papers will be included as source documents in the Turnitin.com reference database solely for the purpose of detecting plagiarism of such papers. Use of the Turnitin.com service is subject to the Usage Policy posted on the Turnitin.com site. Students who do not agree should contact the course instructor immediately.

**Withdrawal/Refund Schedule:** Students who stop attending their course(s) without submitting a completed [Add/Drop Course](#) form will receive a failing grade. Furthermore, students dropping to zero credits for the semester are considered withdrawn and must submit a completed [Leave of Absence](#) form from the School of Public Health's Office of Student Affairs. The School of Public Health refunds tuition only. Administrative and technology fees are non-refundable. You may find the Withdrawal/Refund Schedule on the School of Public Health website at: [sph.rutgers.edu/academics/academic-calendar.html](http://sph.rutgers.edu/academics/academic-calendar.html)