



**MGMT 3140-007 | Management and Organizational Behavior
| 3 credits**

Faculty: Dr. Barbara Knight

Email: bknight13@uncc.edu

Office: Friday 251C

Phone: 704-687-7491

Student Hours: MWF 10:00 a.m. to 12:00 p.m. – feel free to drop by. Also available by appointment through Zoom – *always*

The best way to reach me is by email. I respond to all emailed questions and concerns within 24 hours and usually much sooner. Don't hesitate to e-mail me.

About me:

My name is Barbara Knight. I have a DBA from University of North Carolina at Charlotte, and an EMBA from The Peter Drucker Center for Executive Management at Claremont Graduate University in California. I've been teaching at UNC Charlotte since 2021, and before that I spent 30+ years in the corporate business world with General Motors and Unilever. My job now is to help you reach your personal goals for this class and to enjoy the satisfaction of your success. Did you know that the average age of a UNC Charlotte student is 28, 54% are transfer students, 74% are first generation college students, 70%+ are receiving some form of financial aid, and from a few surveys, the majority of students are working 20-40+ hours? I have set this class up to fit modern students and to accommodate your busy lives. While I have some deadlines so that I can grade and give you meaningful feedback, this course is flexibly designed to help you with time management and stress reduction! I want you to spend the time where and when it works best for you, while mastering the course objectives.

Course Description:

A study of the role of manager with an emphasis on understanding the behavioral and administrative theories and concepts needed to succeed in contemporary organizations. Topics include motivation, leadership, managing teams, and teamwork.

Pre or Co-requisite:

[ACCT 2121](#) ;[ACCT 2122](#) or [ACCT 3323](#); [ECON 2101](#); [ECON 2102](#); and [INFO 2130](#)

Meeting Times:

MW 2:30 pm- 3:45 pm – In-person, Denny building, Room 200

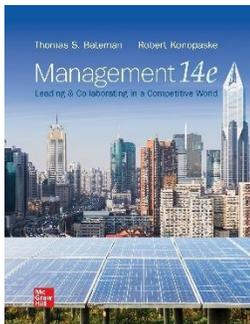
Course Objectives:

Management is both an art and a science. This is a survey course covering a wide range of management topics. The course is designed to help you acquire the skills to *recognize, describe, assess, and apply* the fundamental elements of management science and organizational design. Over the course of the semester, we will *examine, compare, and contrast* processes that enable successful businesses. At the conclusion, you will be able to *predict, plan, and formulate* appropriate approaches to common business challenges.

Required Materials:

This course is part of the First Day™ program. Required digital course materials are delivered in Canvas at the discounted rate of \$115.29 billed to your student account. Please visit the First Day website to learn more about the program.

<https://aux.uncc.edu/first-day>



Management: Leading & Collaborating in a Competitive World, 14th Edition by Thomas Bateman and Robert Konopaske
(9781260261523)

Technology Required: Computer, Chromebook, or tablet and reliable access to the Internet

Why?

For this course you will need a computer or chrome book that can read And manipulate PDFs, Word documents, and PowerPoints. If you do not own a personal device, you can view the IT options (resource) page on Canvas to find information about computer labs on campus, throughout Charlotte, or the

computer loan programs through the Atkins Library. I will do my best to ensure that all materials meet ADA standards, and if you have any other needs to help you use the materials, please do not hesitate to ask.

Course Website: <http://canvas.uncc.edu>

Use of Canvas:

- Canvas will be the website for course information and primary communication channel for this class. You may access UNCC Canvas from My UNC Charlotte(<https://my.uncc.edu/>) or direct type **canvas.uncc.edu/**. It is your responsibility to check Canvas regularly. Report anything that does not match your own record (e.g., a missing or wrong grade) as soon as you become aware of it.
- Canvas provides the instructor with analytics and data on student engagement with the Canvas page, including page views, participation, submissions, timeliness, etc. I will be monitoring student activities on Canvas to ensure successful engagement and participation in the course. If I notice that a student's activities on Canvas may indicate issues with adequate engagement, I may reach out to the student to discuss improving course engagement and participation.

My Teaching Methodology:

The optimal learning environment that I work to create is one in which each of you can excel and develop the tools and skills necessary for future success. I expect you to be prepared for class and I encourage active participation with a high level of engagement. I incorporate many different approaches to learning, structured from input I receive from you during our first meeting, about how you learn best:

1. **Action Learning:** students work on real projects or current global ethical dilemmas as a way to learn. Students work in small groups or teams to take action to address business situation and learn from team interactions. *For example, students will watch a video or follow current business events that offer relevant lessons and analyze them in class.*
2. **Experiential Learning:** A good way to describe this theory is "learning by doing". Experiential learning has the learner directly involved with the content being studied instead of just thinking and talking about the content. *For example, in this course students analyze a case study and formulate a response or action plan.*
3. **Project-based Learning:** Students will work both individually and in small groups to solve challenging problems that are authentic and often interdisciplinary. Students decide how to approach an ethical dilemma and determine what strategies to execute. *For example, in this course students may write a paper and present an opinion or approach to a business situation by*

using an appropriate situational analysis or decision-making framework.

4. **Self-directed Learning:** It is defined as the process in which individuals take on the responsibility for their own learning process by diagnosing their personal learning needs, setting goals, identifying resources, implementing strategies, and evaluating the outcomes. *For example, in this course students will work on a management values clarification exercise.*

5. **Peer-directed Learning:** This is an approach where students lead a discussion for the class. With the online format for this course, we will be using the Canvas Discussion Board as our group sharing platform. *For example, a small group of students may be assigned to read an academic journal article and lead the class through a discussion on the main points, either during our classroom sessions or by using the Discussion Board feature on Canvas.*

Assignments and Grading Criteria:

Assignments	Format	Points	Weight
Exam 1	In-class online	20	10%
Exam 2	In-class online	20	10%
Final Exam	In-class online	30	15%
Quizzes/Discussions	Individual online	40	20%
2 Projects	Group/Individual	60	30%
In-class activities	Group(s)	30	15%

Final course grades are determined by the number of points earned during the semester. Grades on exams and assignments will be posted on Canvas. If you have any question on how a grade was determined, I encourage you to see me to discuss.

Grading Scale:

180 – 200 points = A	equates to	(90% to 100%)
160 – 179 points = B	equates to	(80% to 89%)
140 – 159 points = C	equates to	(70% to 79%)
120 – 139 points = D	equates to	(60% to 69%)
< 120 points = F	equates to	(< 60%)

Quizzes and Discussions:

The structure of the course revolves around familiarizing yourselves with the material in the textbook ahead of our class meetings (pre-read) so that we can review the key points together during in-class lectures, then devote a substantial amount of time to in-class discussion, debate, and “active learning” activities to bring the material to life. To help with that objective, we will use a series of quizzes in Canvas to help you check

your understanding of the material. Each of the quizzes in itself is low stakes, but together they make up a substantial portion of the total grade.

In-class Activities:

Active learning is the best way to make the material that we cover in class gain relevance to what happens in the workplace. These activities will occur throughout the session and be graded based on the quality of how well you interpret and apply the materials, and with the level of your engagement.

Projects:

The two projects are designed to integrate theoretical frameworks with practical application challenges by identifying, analyzing, and applying learning to real-life or hypothetical business situations and challenges. Details will be introduced in class.

Exams:

I have tentatively planned two short multiple-choice exams, plus the BCOB required final exam, to cover textbook content, in-class materials, activities, and discussions.

Tentative Course Schedule:				
Week	Start Date	Theme: Topic	Chapter(s)	Notes
1	08/22	Foundations of Management: <i>Managing and Performing</i>	1	
2	08/29	Foundations of Management: <i>Internal and External Environments</i>	2	
3	09/05	Foundations of Management: <i>Decision-making</i>	3	
4	09/12	Planning and Delivering Strategic Value: <i>Planning & Strategy, Ethics & CSR</i>	4 & 5	
5	09/19	Planning and Delivering Strategic Value: <i>International Management</i>	6	
6	09/26	Planning and Delivering Strategic Value: <i>Entrepreneurship</i>	7	
7	10/03	Building the Organization: <i>Organization Structure(s)</i>	8	Mon., 09/3 Exam 1 Chapters 1-7
8	10/10	Building the Organization: <i>Organizational Agility</i>	9	
9	10/17	Building the Organization: <i>HR Management and Leading DEI</i>	10 & 11	
10	10/24	Leading and Mobilizing People: <i>Leadership and Communication</i>	12 & 15	
11	10/31	Leading and Mobilizing People: <i>Motivating for Performance</i>	13	
12	11/07	Leading and Mobilizing People: <i>Teamwork</i>	14	Wed, 11/9 Exam 2 Chapters 8-13
13	11/14	Controlling, Learning, and Changing: <i>Managerial Control Arrangements</i>	16	
14	11/21	Controlling, Learning, and Changing: <i>Managing Tech and Innovation</i>	17	
15	11/28	Controlling, Learning, and Changing: <i>Creating and Leading Change</i>	18	
16	12/05	Semester Wrap-up and Review		
17	12/12	Final Exams	All	Mon., 12/12 2:00 – 4:30
18	12/16	Final Grades due by noon		

Note:

- These descriptions and timelines are subject to change at the discretion of the instructor. Notice of such changes will be by announcement in class or by changes to this syllabus posted on Canvas.
- Check the updated final exam schedule for Fall 2022:
<https://ninercentral.charlotte.edu/sites/ninercentral.charlotte.edu/files/media/Final-Exam-Template-Fall-2022.pdf>

• Course Policies:

Attendance Policy:

It is the University's policy that students are expected to attend every session and remain for the duration of the session. You are an integral component to the success of this course. Regular class attendance makes the experience richer for everyone. Frequent absence or tardiness will result in a loss of in-class activity points, so do your best to be at every class meeting.

University Legal Note: The United States Department of Education requires UNC Charlotte's Office of Financial Aid to determine whether a student who receives financial aid and fails to earn a passing grade in a course has actually attended and/or completed the course. Because I do not take regular attendance for this course, the date I will report as your last date of attendance will be the latest of the following:

- The date you last participated in an online discussion or activity; or
- The date you last submitted an assignment/project/test/tutorial/quiz; or
- The date you last initiated contact with me to ask a question about the course or course content.

If you earn an F or U grade, your last date of attendance must be reported to the United States Department of Education. *This may require you to pay back any financial aid funds received for this course.*

Instructor Absence or Tardiness:

I will try my best to give you advance notice if I will not be able to hold a class meeting on a scheduled class date. If I am late in arriving, please wait a full 20 minutes after the start of class before you may leave. Follow any written instructions I may give you about my anticipated absence or tardiness.

Syllabus Revision:

The standards and requirements in this syllabus may be modified at any time. I will give you notice of any changes by Canvas announcement and/or email notice.

Classroom Conduct:

I conduct our classes in an atmosphere of mutual respect and the safety of every individual. I encourage your active participation in class discussions, and value your contributions. Each of us may have strongly differing opinions on the various topics of class discussions. The conflict of ideas is encouraged and welcome, and the orderly questioning of the ideas of others, including mine, is similarly welcome. I will exercise my responsibility to manage the discussions so that ideas and argument can be heard and discussed in a respectful and orderly fashion. If your conduct during class discussions seriously disrupts the atmosphere of mutual respect I expect in this class, you will not be permitted to participate further.

Late Work and Make-Ups:

- Quizzes are assigned a due date, but for flexibility, I leave them open for you to take over the course of the semester.
- Major assignments submitted after the due date and time will receive an automatic deduction of 10 points.
- If you are unable to meet the published due dates or deadlines, let me know as soon as possible. In some situations, I may offer make-up work or extra credit opportunities for missed points; however, this will be decided on a case-by-case basis and the reason for missing the assignment must be legitimate.

Feedback:

Typically, feedback will be returned within one week for small assignments and two weeks for larger assignments.

Revisions:

When specified, revisions of all major assignments must be completed and submitted to the original assignment box in Canvas no later than 2 weeks after feedback has been returned.

Course Credit Workload:

This 3-credit course employs a variety of teaching materials and techniques. Class work may include but is not limited to required readings, library research, written assignments, group or individual projects, Discussion Board posts, viewing of course-related videos, reviewing feedback, participating in active learning activities, and completing assessments.

Academic Integrity:

I take academic integrity very seriously. Nothing we do in this course is so critical to your college success or your future that it would ever justify cheating. The strength of your personal character is much more important. I'm relying on each of you to work with me to create our environment of engaged learning, which is best demonstrated by a high level of participation, trust, mutual respect, and academic integrity.

The section on University Policies contains more detailed information on academic integrity.

These are University Policies and Notices: The Links Provide More Information

Webcam Use in the Classroom:

This course may require you to use a webcam for class sessions and/or assessments. Classes and assessments may be conducted using Zoom or other technology selected by your instructor which may use your computer's webcam or other technologies to communicate, monitor, and/or record classes, class activities, and assessments. Assessments may also be conducted using proctoring software, which may listen to you, monitor your computer screen, view you and your surroundings, and record (including visual and audio recordings) all activity during the proctoring process. Please contact your instructor if you are unable to comply or have any questions or concerns.

Disability Policy

UNC Charlotte is committed to access to education. If you have a disability and need academic accommodations, please provide a letter of accommodation from Disability Services early in the semester. For more information on accommodations, contact the Office of Disability Services at 704-687-0040 or visit their office in Fretwell 230.

Diversity Policy

The University of North Carolina Charlotte and the Belk College of Business strive to create an inclusive academic climate in which the dignity of all individuals is respected and maintained. Therefore, we celebrate diversity that includes, but is not limited to ability/disability, age, culture, ethnicity, gender, language, race, religion, sexual orientation, and socio-economic status.

Copyright Ownership in Course Materials

The lectures and course materials, including presentations, tests, exams, outlines, and similar materials, are protected by copyright. The instructor is the exclusive owner of copyright in those materials created by the instructor. You are encouraged to take notes and make copies of course materials for your own educational use. However, you may not, nor may you knowingly allow others to reproduce or distribute lecture notes and course materials publicly without express written consent of the instructor. This includes providing materials to commercial course material suppliers such as Course Hero and other similar services. Students who publicly distribute or display or help others publicly distribute or display copies or modified copies of an instructor's course materials may be in violation of University Policy 406, The Code of Student Responsibility. Similarly, you own copyright in your original papers and exam essays. If the instructor is interested in posting your answers or papers on the course web site, the instructor will obtain your written permission.

Face Coverings and Physical Distancing:

It is the policy of UNC Charlotte that as a condition of on-campus enrollment, all students are required to engage in safe behaviors to avoid the spread of COVID-19 in

the 49er community. Such behaviors specifically include the requirement that all students properly wear [CDC-compliant face coverings](#) while in buildings including in classrooms and labs. Students are permitted to remove face coverings in classroom or lab settings only when I explicitly grant permission to do so (such as while asking a question, participating in class discussion, or giving a presentation) and while at an appropriate physical distance from others. Failure to comply with this policy in the classroom or lab may result in dismissal from the current class session. If the student refuses to leave the classroom or lab after being dismissed, the student may be referred to the Office of Student Conduct and Academic Integrity for charges under the [Code of Student Responsibility](#).

Academic Integrity:

All students are required to read and abide by the Code of Student Academic Integrity. Violations of the Code of Student Academic Integrity, including plagiarism, will result in disciplinary action as provided in the Code. Students are expected to submit their own work, either as individuals or contributors to a group assignment. Definitions and examples of plagiarism and other violations are set forth in the Code. The Code is available from the Dean of Students Office or online at: <http://legal.uncc.edu/policies/up-407> Faculty may ask students to produce identification at examinations and may require students to demonstrate that graded assignments completed outside of class are their own work.

Violation of these syllabus policies may result in appropriate academic penalties, including reduction of grade in the relevant assignment, project, test, or exam. If violation of these syllabus policies also implicates the Code of Student Academic Integrity because of alleged [academic misconduct](#), I will follow the [process outlined in the Code](#) to address such cases.

Non-Discrimination:

All students and the instructor are expected to engage with each other respectfully. Unwelcome conduct directed toward another person based upon that person's actual or perceived race, actual or perceived gender, color, religion, age, national origin, ethnicity, disability, or veteran status, or for any other reason, may constitute a violation of University Policy 406, The Code of Student Responsibility. Any student suspected of engaging in such conduct will be referred to the Office of Student Conduct.

Preferred Gender Pronouns:

This course affirms people of all gender expressions and gender identities. If you prefer to be called a different name than what is indicated on the class roster, please let me know. Feel free to correct me on your preferred gender pronoun. If you have any questions or concerns, please do not hesitate to contact me.

Title IX:

UNC Charlotte is committed to providing an environment free of all forms of discrimination and sexual harassment, including sexual assault, domestic violence, dating violence, and stalking. If you (or someone you know) has experienced or experiences any of these incidents, know that you are not alone. UNC Charlotte has staff members trained to support you in navigating campus life, accessing health and counseling services, providing academic and housing accommodations, helping with civil protective orders, and more.

Please be aware that all UNC Charlotte employees, including faculty members, are expected to relay any information or reports of sexual misconduct they receive to the Title IX Coordinator. This means that if you tell me about a situation involving sexual harassment, sexual assault, dating violence, domestic violence, or stalking, I am expected to [report the information to the Title IX Coordinator](#). Although I am expected to report the situation, you will still have options about how your case will be handled, including whether or not you wish to pursue a formal complaint. Our goal is to make sure you are aware of the range of options available to you and have access to the resources you need.

If you wish to speak to someone confidentially, you can contact the following on-campus resources, who are not required to report the incident to the Title IX Coordinator: (1) University Counseling Center (counselingcenter.uncc.edu, 7-0311); or (2) Student Health Center (studenthealth.uncc.edu, 7-7400). Additional information about your options is also available at titleix.uncc.edu under the “Students” tab.

Religious Accommodation:

Students who, acting in accordance with this Policy, miss classes, examinations or other assignments because of a religious practice or belief must be provided with a reasonable alternative opportunity to complete such academic responsibilities. It is the obligation of students to provide faculty with reasonable notice of the dates of religious observances on which they will be absent by submitting a [Request for Religious Accommodation Form](#) to their instructor prior to the census date for enrollment for a given semester. The census date for each semester (typically the tenth day of instruction) can be found in [UNC Charlotte’s academic calendar](#).

Student Grievances:

Students enrolled in courses at the University of North Carolina at Charlotte who would like to file a complaint regarding their experience may do the following: 1. Refer to the UNC Charlotte Student Grievance Procedure. Students may also contact UNC Charlotte’s regional accrediting agency, the Southern Association of Colleges, and Schools Commission on Colleges. 2. Students residing outside of North Carolina while attending UNC Charlotte may file a complaint in their state of residence. As required by federal regulations, students are directed to the list of resources here, compiled and updated by the State Higher Education Executive Officers.

Withdrawals:

Students are expected to complete all courses for which they are registered at the close of the add/drop period. If you are concerned about your ability to succeed in this course, it is important to make an appointment to speak with me as soon as possible. The University policy on withdrawal allows students only a limited number of opportunities available to withdraw from courses. It is important for you to understand the financial and academic consequences that may result from course withdrawal. The administration of this institution has set deadlines for withdrawal of any college-level courses. These dates and times are published in that semester's course catalog and on the Academic Calendar. Administration procedures must be followed. It is the student's responsibility to handle withdrawal requirements from any class. In other words, I cannot drop or withdraw any student. You must do the proper paperwork to ensure that you will not receive a final grade of "U" in a course if you choose not to attend the class once you are enrolled.

The last day to withdraw from a course for Fall 2022 semester with no grade is August 29, 2022, at 11:59 pm

The last day to withdraw from a course with grade subject to Withdrawal Policy is October 24, 2022, at 11:59 pm.

Incompletes:

The grade of "I" (Incomplete) is assigned at the discretion of the instructor when a student who is otherwise passing has not, due to circumstances beyond his/her control, completed all the work in the course. The missing work must be completed by the deadline specified by the instructor, and no later than 12 months. If the "I" grade is not removed during the specified time, a grade of F, U, or N, as appropriate is automatically assigned. The grade of I cannot be removed by enrolling again in the same course, and students should not re-enroll in a course in which they have been assigned the grade of I. University policy addressing Incompletes.

FERPA Notification:

In establishing [University Policy 402, Student Education Records](#), UNC Charlotte adheres to a policy of compliance with the [Family Educational Rights and Privacy Act of 1974](#), also known as FERPA, a federal law that affords students the following rights with respect to their education records. For details, see the [FERPA Annual Notification](#) posted on the Office of Legal Affairs website. All questions concerning this FERPA Annual Notification may be directed to the attention of the [Office of the Registrar](#).

Student Support:

Disability Support Services:

Students in this course seeking accommodations to disabilities must first consult with the Office of Disability Services and follow the instructions of that office for obtaining accommodations.

The Office of Disability Services works with current undergraduate and graduate students along with prospective students to ensure equal access to UNC Charlotte's campus and educational programs.

All services are dependent upon verification of eligibility. Once approved for services, students receive accommodations which are based upon the nature of an individual's disability and documented needs. Students are strongly encouraged to register or check-in for their accommodations with a Disability Services counselor as soon as they have registered for classes. Accommodations are not retro-active and will not begin until the student notifies his or her faculty by providing the Letter of Accommodation. Please visit the Office of Disability Services at for additional resources, email questions to disability@uncc.edu, or call 704-687-0040 (tty/v) for more information.

Accessing Help/Mental Health Services:

Mental health concerns or stressful events may reduce a student's ability to participate in daily activities or diminish academic performance. Services are available to assist you with addressing these and other concerns you may be experiencing. You can learn more about the broad range of confidential mental health services available on campus via the Counseling & Psychological Services (CAPS) website at caps.uncc.edu.

Student Support Services:

Be sure to take advantage of the wealth of resources and support available at UNC Charlotte. Some of the resources available to you include the University Writing Resource Center, University Counseling Center, and the J. Murrey Atkins Library.

- [University Center for Academic Excellent \(UCAE\) | \(704\) 687 7837 | uncc-ucae@uncc.edu](http://ucae.uncc.edu)
- [University Writing Resources Center \(WRC\) | 704-687-1899 | wrchelp@uncc.edu](http://wrchelp.uncc.edu)
- [Veteran Student Services | 704-687-5488 | veteranservice@uncc.edu](http://veteranservice.uncc.edu)
- [University Counseling Center | 704-687-0311](http://uncc.edu/counseling)
- [Multicultural Resource Center | 704-687-7121 | mrc@uncc.edu](http://mrc.uncc.edu)
- [List of computer labs on campus](#)
- [Atkins Library Laptop Lending program](#)

Food Insecurity:

Food insecurity is defined by the USDA as “a lack of access to enough food for an active, healthy life.” Food insecure categories include reduced caloric intake, reduced food quality, lack of variety in diet, disrupted eating patterns, and hunger. Research

shows that college students experience food insecurity at higher rates than the American household rate, and that food insecurity can negatively impact academic performance and persistence. In recognition of this problem, UNC Charlotte offers assistance to students facing food insecurity through an on-campus food pantry. The Jamil Niner Student Pantry (JNSP) is located on the east edge of campus at 1224 John Kirk Road. It has regular hours which may change from semester to semester; please see the website at <https://ninerpantry.uncc.edu/> for schedule and details on its services, as well as resources about hunger and food insecurity among college students.

Special Classroom Policy Notice – COVID- 19: Absenteeism

Students are expected to attend every class and remain in class for the duration of the session when it is safe to do so in accordance with university guidance regarding COVID-19. Failure to attend class or arriving late may impact your ability to achieve course objectives which could affect your course grade. An absence, excused or unexcused, does not relieve a student of any course requirement. Regular class attendance is a student's obligation, as is a responsibility for all the work of class meetings, including tests and written tasks. Any unexcused absence or excessive tardiness may result in a loss of participation points.

Students are encouraged to work directly with their instructors regarding their absence(s). For absences related to COVID-19, please adhere to the following:

Complete your [Niner Health Check](#) each morning.

Do not come to class if you are sick. Please protect your health and the health of others by staying home. Contact your healthcare provider if you believe you are ill.

If you are sick: If you test positive or are evaluated by a healthcare provider for [symptoms of COVID-19](#), indicate so on your [Niner Health Check](#) to alert the University. Submit a copy of your Niner Health Check notification email to your instructors. Upon learning that you have tested positive or have been diagnosed for symptoms of COVID-19, either from your reporting or from Student Health Center testing or diagnosis, representatives from Emergency Management and/or the Student Health Center will follow up with you, and your instructors will be notified of the need for accommodations, as necessary.

If you are **unvaccinated** and have been notified to self-quarantine due to exposure, indicate so on your [Niner Health Check](#) to alert the University. Representatives from Contact Tracing/Emergency Management and/or the Student Health Center will follow up with you, as necessary. Submit a copy of your Niner Health Check notification email directly to your instructors.

If you are **vaccinated AND symptomatic AND have been notified to self-quarantine** due to exposure, indicate so on your [Niner Health Check](#) to alert the University. Representatives from Contact Tracing/Emergency Management and/or the Student Health Center will follow up with you, as necessary. Submit a copy of your Niner Health Check notification email directly to your instructors.

If a student provides faculty with correspondence from Emergency Management, University Contact Tracers, the Student Health Center, and/or Student Assistance and Support Services regarding their specific directive (self-quarantine, quarantine, or isolate) and/or indicating the student's isolation end date, this correspondence serves as official University documentation. Any of these forms of University communication is sufficient for reentry into the classroom.