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American Public University System
American Military University | American Public University
HCAD510

Course Summary

Course : HCAD510 **Title :** Leadership and Management in Healthcare Organizations

Length of Course : 8 **Faculty :**

Prerequisites : HCAD501 **Credit Hours :** 3

Description

Course Description:

This course examines contemporary leadership and management theories, models, and principles as they relate to healthcare organizations. Further, the course explores the ethics of leadership and the role of a healthcare leader in creating the culture and processes that support a high reliability organization. Students will develop a personal philosophy of ethical, effective leadership. (Prerequisite: HCAD501)

Course Scope:

Welcome to HCAD510, Leadership and Management in Healthcare Organizations. This is an eight week course that focuses on developing the skills of leadership in a healthcare administrator through extensive study not only on the theories of leadership but through the evaluation of the student's own skills and strengths. In addition to theories of leadership, the behaviors, mentalities and skills of effective leaders and leading will be explored. Organizational culture and the dynamics teams and the skills needed to efficiently lead a team will also be discussed.

Objectives

The APUS Master of Science in Healthcare Administration is seeking accreditation through the Commission on the Accreditation of Healthcare Management Education (CAHME). One requirement for being accredited is that "The Program will adopt a set of competencies that align with the mission and types of jobs graduates enter. The Program will use these competencies as the basis of its curriculum, course content, learning objectives and teaching and assessment methods (CAHME Eligibility Requirements and Accreditation Criteria Revisions, Section III.A.1). The competencies identify the most important types of knowledge and skills that APU's Graduate Healthcare Administration students are expected to acquire and develop, and they serve as the basis on which students' performance is assessed throughout their time in their program of study. Specifically, the combination of competencies and performance assessments based on the competencies seek to answer the question: What are the most important knowledge and skills that students should demonstrate at graduation based on the learning experiences offered during the program.

Accordingly, APU's Master of Science in Healthcare Administration, through the feedback of the programs advisory council and faculty have adopted the [American College of Healthcare Executives' \(ACHE's\) Leadership Competencies for Healthcare Services Managers](#).

The domain and associated competencies that will be utilized for performance assessment in this course

are:

1. **Leadership**
 1. Leadership Skills & Behavior
 2. Leading Change
2. **Communications and Relationship Management**
 1. Relationship Management
 2. Communication Skills & Engagement
 3. Facilitation & Negotiation
3. **Professional and Social Responsibility**
 1. Ethical Conduct & Social Consciousness
4. **Health & Healthcare Environment**
 1. Health Systems & Organizations
 2. Health Workforce

Course Objectives	Competencies & Performance Levels	Assessment
<i>Assess elements of contemporary leadership theories and models.</i>	<ol style="list-style-type: none"> 1. Leadership Skills & Behavior 2. Leading Change 3. Relationship Management 4. Communication Skills & Engagement 5. Facilitation & Negotiation 	<ul style="list-style-type: none"> • Week 2 Assignment • Discussion Forums • Journal Entries • Final Assignment
<i>Analyze qualities and skills of a highly effective, ethical leader.</i>	<ol style="list-style-type: none"> 1. Leadership Skills & Behavior 2. Ethical Conduct & Social Consciousness 	<ul style="list-style-type: none"> • Week 4 Assignment • Discussion Forums • Journal Entries • Final Assignment
<i>Examine the role of the healthcare administrator in leading a high reliability organization.</i>	<ol style="list-style-type: none"> 1. Health Systems & Organizations 2. Health Workforce 	<ul style="list-style-type: none"> • Forum Disucssions • Journal Entries • Final Assignment

Course Objectives	Competencies & Performance Levels	Assessment
<i>Critique management principles and skills required for effective operational management of a healthcare organization.</i>	1. Relationship Management 2. Communication Skills & Engagement 3. Facilitation & Negotiation 4. Health Systems & Organizations 5. Health Workforce	<ul style="list-style-type: none"> • Week 6 Assignment • Final Assignment
<i>Develop a personal philosophy of ethical leadership in health care.</i>	Ethical Conduct & Social Consciousness	<ul style="list-style-type: none"> • Group Assignment • Discussion Forums • Journal Entries • Final Assignment

Outline

Week 1: Part 1; Leadership in Healthcare

Learning Outcomes

Learning Objectives:

1. Identify the Theories of Leadership in healthcare organizations.
2. Define Values-Based Driven Leadership.
3. Define and understand the importance of Organizational Culture.
4. Identify and understand the obstacles and pressures in healthcare organizations.

Required Readings

- Leadership in Healthcare, Essential Values and Skills, 2nd Edition, Carson F. Dye, Chapters 1-3
- Article: Christie, v. D., Burgess, A., Roberts, C., & Mellis, C. (2020). Leadership in healthcare education. BMC Medical Education, 20, 1-6. doi:<http://dx.doi.org.ezproxy2.apus.edu/10.1186/s12909-020-02288-x>
- Article: Warrick, D.D. (May-June 2017). What leaders need to know about organization culture. Volume 60, Issue 3. Pages 395-404
- View Video: "The Importance of Having Core Values for your Business"

Assignments

1. Week 1 Forum Participation, Initial post due Thursday and Peer replies due Sunday

Post Options (choose one):

1. What is your definition of leadership? Is leadership an act, a process, or a skill? Support your view.
2. Case 2.1 and answer questions on page 26
3. Exercise 3.1 on page 34

2. Week 1 Journal Assignment due Sunday, 2 pages:

Journal Assignment:

1. What is your leadership style?
2. What do you value?
3. Did these values assist or hinder your leadership activities and how?"

Recommended Optional Reading
Recommended Media

Week 2: Part II, Personal Values

Learning Outcomes

Learning Objectives:

1. Implement the necessary leadership skills for the personal values of "Respect in Stewardship" and "Ethics and Integrity."
2. Assess and analyze the core leadership theories and organizational culture through identified historical and personal leaders.
3. Examine personal values that influence employee needs.

Required Readings

- Leadership in Healthcare, Essential Values and Skills, 2nd Edition, Carson F. Dye, Chapters 4-5
- April, K. A., & Schörger, C. (2017). Authentic leadership – personal values: Impediments and enhancers. *Effective Executive*, 20(2), 31-65

Assignments

1. Main Assignment Part 1 Week 2: Leadership Theory due Sunday

Choose two leaders: one leader that you served under in a past or present position and a leader (can be of the past or present) that you would like to extensively research their leadership theory and influence. These leaders will become the focus of four of your assignments for this class, as these assignments will build upon one another, culminating in your final project.

- Provide a professional background of each leader
- Identify and discuss their chosen leadership theory or theories.
- Discuss how their leadership theory evolved over time.
- Provide an overview of their organization's Core Values. Describe their views on organizational culture. What do they believe makes a successful organizational culture? Identify their approach to organizational culture and provide examples of how they implemented and

supported these ideas.

- How does their chosen leadership theory relate to their view on organizational culture?
- What challenges do they face as leaders in their organization? If you did not choose a healthcare leader, please identify any similarities in Healthcare Leadership Challenges they have encountered.
- Your paper should be at least 4 pages and supported by at least 3 scholarly sources.

2. Week 2 Assignment: Step 1 of Group Assignment due week 7 to be completed by Sunday (do not hand in):

- Independently complete the assessment located in the Appendix on pages 60-63 of “Authentic leadership – personal values: Impediments and enhancers”
- Independently complete the 2 tables on pages 64 and 65 of “Authentic leadership – personal values: Impediments and enhancers”

3. Week 2 Forum Participation:

Choose one of the following:

1. Choose a Concept in Practice from both chapters on Respect in Stewardship and Ethics and Integrity that you already demonstrate well and explain why this is an area of strength. Provide examples of how you have implemented these concepts.
2. Choose a Concept in Practice from both chapters on Respect in Stewardship and Ethics and Integrity that would be a stretch concept for you to implement and explain why this is a stretch or struggle for you. Provide examples of when this was a struggle.

Recommended Optional Reading
Recommended Media

Week 3: Part II, Personal Values

Learning Outcomes

Learning Objectives:

1. Examine and learn how to implement the necessary leadership skills for the personal values of “Interpersonal Connection” and “Servant Leadership.”
2. Analyze four leadership competencies reflected in an identified leader.
3. Critique professional and personal values that influence your own leadership style and efficacy.

Required Readings

- Leadership in Healthcare, Essential Values and Skills, 2nd Edition, Carson F. Dye, Chapters 6-7
- Read Speech: Leadership: Born or Made? Inside or Outside? (The Ohio State University, Health Services Management & Policy Alumni Society, 2009 Management Institute, Keynote Speech, Carson F. Dye, FACHE, October 23, 2009)

Assignments

1. View Video: “Servant Leadership: How a jar can change the way you lead and serve” by Ali Fett, TEDxFondduLac
2. Week 3 Forum Participation

Post Question:

Carson Dye states that “truly great leaders have 4 sets of competencies” that include the following:

- A well-cultivated self-awareness
- A compelling vision
- A real way with people, and
- A masterful style of execution

Who is the first leader that comes to your mind when you read this list and why (excluding any leaders you are already researching for your main assignments)? Provide an example for each competency.

3. Week 3 Journal Assignment due Sunday, 2 pages

Journal Assignment:

Conduct a self-assessment using the Professional and Personal Values Evaluation Form in Appendix A of the text. Discuss areas of strength and areas of opportunity for growth. Identify steps you can take to better develop the areas of opportunity. Steps for further advancement (not necessary to complete for this assignment but for your own growth): ask a colleague to fill out the additional form to gain further insight and feedback.

Recommended Optional Reading
Recommended Media

Week 4: Part II, Personal Values

Learning Outcomes

Learning Objectives:

1. Evaluate and learn how to implement the necessary leadership skills for the personal values of “Desire to Make a Change,” “Commitment,” and “Emotional Intelligence.”
2. Construct a professional biography identifying your own set of values and skills.
3. Assess and analyze how the concepts of personal values are implemented in the leadership approach and behaviors of identified historical and personal leaders.

Required Readings

- Leadership in Healthcare, Essential Values and Skills, 2nd Edition, Carson F. Dye, Chapters 8-10

Assignments

1. Week 4 Main Assignment: Part 2: Leadership Theory due Sunday

Utilizing your same chosen leaders from your Week 2 Assignment, please turn your focus to discussing how your chosen leaders implement the personal values of an effective leader as described in each component of Part 2 of the text (Chapters 4-10, excluding Chapter 8, and additional reading and video from week 3). Please describe areas where they do or do not implement personal values into their leadership style. How do they put these concepts into practice? Describe the methods they employ for each component.

In addition please specifically cover the following topics:

- Give a brief review of both leader's Leadership Theory/Theories
- Identify both leaders' leadership styles: are they managers or leaders? Do they have a traditional or servant leadership style? Are they transactional or transformational in their approach to their leadership roles? Provide rationale for all components.
- Discuss both leader's beliefs about relationship building with others. What techniques do they use? How do they demonstrate emotional intelligence? Are there aspects of emotional intelligence that they do not demonstrate? Provide examples (Use Appendix B from the text).
- Relate their leadership styles to their relationship building beliefs, techniques, and integration of all components discussed in Part 2 of the text.
- Your paper should be at least 4 pages and supported by at least 3 scholarly sources.

2. View Video: "Nurse Innovation: Saving the Future of Healthcare" by Rebecca Love, TEDxBeaconStreet due Sunday

3. Week 4 Forum Participation: Make a Video:

Make and post a 1 minute Leadership Self- Introduction video that you could submit as an introductory biography for a posted Leadership Position for a company that you would like to work for. Incorporate leadership values and skills that you possess that have been identified throughout your readings.

Please see below for a written example of an introductory biography:

"Hello! My name is Sandra Rashid, a Licensed Social Worker with over 20 years of experience. I am a dynamic and highly-trusted team leader who creates and maintains successful programs and teams within the healthcare and social service arenas, utilizing great interpersonal skills to build and retain strong partnerships with employees and outside consumers. When hiring me, you will receive an efficient, detail-oriented, and results-driven professional with excellent written, oral and presentation skills. In addition, I am a dedicated and committed leader who assesses program needs and identifies solutions while driving and producing results. I look forward to being part of your team."

Please comment on at least 2 classmates' videos identifying the values-based identifiers and skills they highlighted in their introductory biographies. Please provide any suggestions that could enhance their biography.

Recommended Optional Reading
Recommended Media

Week 5: Part III, Team Values

Learning Outcomes

Learning Objectives:

1. Analyze and implement the necessary leadership skills for the team value of "Cooperation and Sharing."
2. Examine and implement the necessary leadership skills for the team value of "Cohesiveness and Collaboration."
3. Assess how the concepts of team values are implemented through specific case scenarios and personal experiences.

Required Readings

- Leadership in Healthcare, Essential Values and Skills, 2nd Edition, Carson F. Dye, Chapters 11-12

Assignments

1.View Video: “A Conference Call in Real Life” by Tripp and Tyler due Sunday

2.Week 5 Forum Participation

Post Options:

- Case 11.1 Questions, page 140
- Case 11.2 Questions, page 141
- Case 12.1 and Questions, pages 153-154
- Case 12.2 and Questions, pages 154-155

3.Week 5 Journal Assignment due Sunday, 2 pages

Journal Assignment:

Share information about a team that you were part of that worked really well together. What elements were present that made it an effective team? Share information about a team that you were part of that didn't work well together. What elements were missing? What suggestions can you make that would have enabled it to be more effective?

Recommended Optional Reading

Recommended Media

Week 6: Part III, Team Values

Learning Outcomes

Learning Objectives:

- 1.Evaluate and implement the necessary leadership skills for the team value of “Trust.”
- 2.Examine and implement the necessary leadership skills for the team value of “Conflict Management.”
- 3.Assess how the concepts of team values are implemented in the leadership approach and behaviors of identified historical and personal leaders.

Required Readings

- Leadership in Healthcare, Essential Values and Skills, 2nd Edition, Carson F. Dye, Chapters 13-14

Assignments

1.Main Assignment Part 3 Week 6: Team Values due Sunday

Utilizing the same Leaders that you have for your last two assignments, please focus this week on how your leaders address constructing Team Values and Change Management. Describe their approach to each component of Part 3 of the text (Chapters 8 and 11-14, and videos from weeks 4 and 6). How do they put these concepts into practice? Please demonstrate how they do or do not execute team values and how these actions, or lack thereof, support their leadership styles.

In addition please specifically cover the following topics:

- Give a brief recap of both leader's Leadership Theory/Theories and Leadership Style
- Describe both leader's views and approaches to change management. What techniques do they use?
- How does their chosen leadership style relate to their view on change management?
- Describe both leader's views and approaches to conflict management. What techniques do they use?
- Your paper should be 4 pages and supported by at least 3 scholarly sources.

2.View Video: Why Good Leaders Make you Feel Safe by Simon Sinek due Sunday

3.Week 6 Forum Participation:

Choose one of the following:

1.What leader have you worked for who has instilled trust in you and your team? What did he/she do that instilled that trust?

2.What leader have you worked for who didn't instill trust in you and your team? What did he/she do that didn't instill trust?

3.What is your personal conflict management style? Does it work well? If not, what changes can you make to better manage conflict?

Recommended Optional Reading

Recommended Media

Week 7: Part IV Evaluation

Learning Outcomes

Learning Objectives:

1.Demonstrate how personal values from employee assessments and feedback can influence leaders to support employee engagement and organizational culture.

2.Differentiate team member roles and their contribution to a team's success or failure.

3.Assess how the concepts of team values are evaluated through specific case scenarios, personal experiences, and group efforts.

4.Develop your individual approach to leadership

Required Readings

- Leadership in Healthcare, Essential Values and Skills, 2nd Edition, Carson F. Dye, Chapters 15-172.
- Read Article: Hargett, C. W., Doty, J. P., Hauck, J. N., Webb, A. M. B., Cook, S. H., Tsipis, N. E., . . . Taylor, D. C. (2017). Developing a model for effective leadership in healthcare: A concept mapping approach. *Journal of Healthcare Leadership*, 9, 69-78.

Assignments

Week 7 Group Assignment

Week 7 Assignment: Step 2 of Group Assignment

Break into your work groups; evaluate and then present the following information in a Power Point presentation:

- Map out the team's collective results from Step 1 that you completed in Part II of the class following the example in the study in Figure 4 on page 49. Your results will be used as your Team's results.
- Based on the team's collective top 3 values that "Can/Could" be lived out in the workplace, what are your suggestions as a Leadership Team that can be made to continue supporting your employees in being able to live out these values in your organization?
- Based on the team's collective top 3 values that "Cannot/Could Not" be lived out in the

workplace, what are your suggestions as a Leadership Team that can be made to better support your employees in being able to live out these values in your organization?

Based on the team's collective top 3 values that "Can/Could" be lived out "outside of work" what are your suggestions as a Leadership Team that can be made to continue supporting your employees in being able to live out these values outside of your organization?

Based on the team's collective top 3 values that "Cannot/Could Not" be lived out "outside of work" what are your suggestions as a Leadership Team that can be made to better support your employees in being able to live out these values outside of your organization?

Power Point Presentation must include:

- Background and information about your organization
- Scale that represents the team's collective results following the example in the study in Figure 4 on page 49 (scale can be represented in any format of your choice)
- Suggestions to your Executive Leadership Team and rationale

Organization Information:

- Large International Fortune 500 Healthcare Company
- Provides Immunotherapy to patients living with Cancer and Autoimmune Disease
- You are mid-level managers supporting a team of 50 Care Coordinators who provide education, support, and case management services to patients receiving immunotherapy in your clinics
- You have been a Manager with your company for 4 years, since inception of the program. After one year of managing your specific team, you have all been assigned new team members within the larger team based on territory reorganization (your team provides services throughout the entire US Territory).
- Most of your team has been in their positions from program inception and have stayed through various reorganization efforts.
- Team morale is currently low because of this additional reorganization but team members aren't leaving their positions because they are highly committed to providing excellent patient care, although they complain to you a lot. They work over 40 hours each week and have recently been feeling burnt out because of high caseloads and a freeze to hire new employees. You, too, are feeling stressed due to work demands and continuous reorganization efforts.
- Because of the high caseloads, program goals for quality care have decreased on patient satisfaction surveys. You are receiving pressure to meet goals.
- You have a new Director in your department but she has been with your organization for 10 years.
- Organizational Values: Commitment * Compassionate Care * Excellence * Integrity * Respect * Team Work * Work-Life Balance

2.View Video: "The 7 Keys to Creative Collaboration" by John Spencer due Sunday

3.Forum Participation:

Write your own personal mission statement. Include your mission, the personal and team values you aspire to implement, and what you will do to continue to develop your own leadership skills.

Recommended Optional Reading

Week 8: Part IV Evaluation

Learning Outcomes

Learning Objectives:

1. Assess evaluation measures used to determine leader efficacy.
2. Implement evaluation concepts and measures to assess and analyze their application through the leadership approach and behaviors of identified historical and personal leaders.
3. Examine personal and professional skills that healthcare leaders today need to implement in order to lead successful organizations

Required Readings

- Leadership in Healthcare, Essential Values and Skills, 2nd Edition, Carson F. Dye, Chapter 18

Assignments

1. Week 8 Main/Final Assignment Part 4: Evaluation due Sunday

Over the course of the past several weeks you have written on multiple aspects of two chosen leaders; one leader that you served under in a past or present position and another leader that you researched their leadership theory and influence extensively. Now it is time to analyze these leaders based on the concepts of evaluating effectiveness in Part 4 of your text, Chapters 15-18. Applying what you have learned in this course, please do the following:

- Provide an overview of your leaders, their professional history, their organizational challenges, their views on organizational culture and the organizational values of their organizations
- Provide an overview of their leadership theory/theories and leadership styles
- Using Exhibit 18.2 (Social Needs that Underlie Values), evaluate both leaders' ability to implement personal and team value concepts in practice in all areas identified in this exhibit. Pull from examples cited in previous assignments to support their demonstration of these concepts
- Using Appendix C, the Team Leadership Evaluation Form to help support your critique of both leader's ability to guide team effectiveness, evaluate both leader's ability to lead teams effectively based on this evaluation and other concepts learned throughout this course. Pull from examples cited in previous assignments to support their demonstration of these concepts.
- Using the Whole Person Leadership Model (Exhibit 18.1), the identified steps (1-5) for implementing the Whole Person Approach (a practical example), and other concepts learned throughout this course to evaluate both leader's overall Individual Leadership Effectiveness. Pull from examples cited in previous assignments to support their demonstration of these concepts.
- For all of the above sections, include an analysis of both leader's effectiveness based on your learnings from this course, including:
 - what each leader did well
 - what areas of opportunity each leader has for growth
 - identify steps that each leader can take to produce the most effective outputs as an individual and leader of teams (step 6 of The Whole Person Approach without having an actual conversation)

- How their leadership theory/theories and styles contributed to all of these factors
- Lastly, please determine if these leaders are ones that should be emulated in future Healthcare Leaders and provide reasons for your decision.
- Your paper should be at least 10 pages and supported by at least 5 scholarly sources.

Recommended Optional Reading
Recommended Media

Evaluation

Grading:

Name	Grade %
Discussions	15.00 %
Introduction	1.88 %
Week 1 Discussion	1.88 %
Week 2 Discussion	1.88 %
Week 3 Discussion	1.88 %
Week 4 Discussion	1.88 %
Week 5 Discussion	1.88 %
Week 6 Discussion	1.88 %
Week 7 Discussion	1.88 %
Assignments	40.00 %
Week 2 Assignment	13.33 %
Week 4 Assignment	13.33 %
Week 6 Assignment	13.33 %
Final Project (Week 8)	20.00 %
Final Course Project	20.00 %
Group Project	15.00 %
Group Assignment	15.00 %
Journal Assignments	10.00 %
Journal Assignment Week 1	3.33 %
Week 3 Journal Assignment	3.33 %
Week 5 Journal Assignment	3.33 %

Materials

Book Title: Various resources from the APUS Library & the Open Web are used. Please visit <http://apus.libguides.com/er.php> to locate the course eReserve.

Author:

Publication Info:

ISBN: ERESERVE NOTE

Course Guidelines

Forums

Students are required to participate in the forums each week. Replies must be posted in the week due and replies after the end of each week will not be graded. The Forums are for student interaction and input should be submitted before the week ends in order to fully participate in the discussions. Students should demonstrate their own knowledge in the forums and avoid copying and pasting from websites.

Guidelines:

Post the initial response to each forum by 11:55pm, ET, Wednesday.

Initial responses are to be original in content and demonstrate a thorough analysis of the topic.

Reply to more than (2) of your classmates in each forum by 11:55pm, ET, Sunday.

Responses to classmates are significant to advance the forum.

An initial post must precede the response posts to peers. An initial post received after Wednesday 11:55 pm will receive a 10% deduction for each day, for 3 days, prior to forum being graded. This means the highest grade possible for a late submission of 3 days, is 70%. However, response posts are due by Sunday 11:55 pm. If response posts are not submitted by this time, the discussion is over. Therefore, no points can be awarded for collaboration, and the highest grade possible for late submission past 3 days is 60%.

Assignment and Coursework Grading Policy

Students are expected to submit classroom assignments by the designated due date and to complete the course according to the published class schedule. Failure to submit coursework by the designated due date will result in a 10 percent (10%) penalty per day until three (3) days after the coursework is due. Therefore, after three (3) days the maximum grade the student can achieve with a late submission will be a grade of 70% ("C-"). If a student is ill, has a family crisis, or will miss scheduled coursework deadlines for any reason, the student shall notify the instructor in advance if at all possible. Assignments will not be accepted more than 7 days past the due date, unless arrangements have been made in advance of the due date with the instructor.

Communications

Student Communication

To reach the instructor, please communicate through the MyClassroom email function accessible from the Classlist of the Course Tools menu, where the instructor and students email addresses are listed, or via the Office 365 tool on the Course homepage.

- In emails to instructors, it's important to note the specific course in which you are enrolled. The name of the course is at the top center of all pages.
- Students and instructors communicate in Discussion posts and other learning activities.
- All interactions should follow APUS guidelines, as noted in the [Student Handbook](#), and maintain a professional, courteous tone.
- Students should review writing for spelling and grammar.
- [Tips on Using the Office 365 Email Tool](#)

Instructor Communication

The instructor will post announcements on communications preferences involving email and Instant Messaging and any changes in the class schedule or activities.

- Instructors will periodically post information on the expectations of students and will provide feedback on assignments, Discussion posts, quizzes, and exams.
 - Instructors will generally acknowledge student communications within 24 hours and respond within 48 hours, except in unusual circumstances (e.g., illness).
 - The APUS standard for grading of all assessments (assignments, Discussions, quizzes, exams) is five days or fewer from the due date.
 - Final course grades are submitted by faculty no later than seven days after the end date of the course or the end of the extension period.
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University Policies

Consult the [Student Handbook](#) for processes and policies at APUS. Notable policies:

- [Drop/Withdrawal Policy](#)
- [Extension Requests](#)
- [Academic Probation](#)
- [Appeals](#)
- [Academic Dishonesty / Plagiarism](#)
- [Disability Accommodations](#)
- [Student Deadlines](#)
- [Video Conference Policy](#)

Mission

The [mission of American Public University System](#) is to provide high quality higher education with emphasis on educating the nation's military and public service communities by offering respected, relevant, accessible, affordable, and student-focused online programs that prepare students for service and leadership in a diverse, global society.

Minimum Technology Requirements

- Please consult the catalog for the minimum hardware and software required for [undergraduate](#) and [graduate](#) courses.
- Although students are encouraged to use the [Pulse mobile app](#) with any course, please note that not all course work can be completed via a mobile device.

Disclaimers

- Please note that course content – and, thus, the syllabus – may change between when a student registers for a course and when the course starts.
- Course content may vary from the syllabus' schedule to meet the needs of a particular group.