



PA 2325  
INTRODUCTION TO PUBLIC SERVICE  
FALL 2017

*“Service to others is the rent you pay for your room here on earth.” – Muhammad Ali*

**CONTACT INFORMATION**

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Office Location: 2.238 Green Hall  
Office Hours: Thursday 1-2pm and Available by appointment

**CLASS TIME AND LOCATION**

Tuesdays and Thursdays  
2:30-3:45pm  
JSOM 2.106

**COURSE DESCRIPTION**

This course is designed to give students a broad introduction to public service. Students will explore the meaning of public service in American life, examine the contemporary erosion of interest in public service, explore different options for public service, and draw lessons from their own experience about how to increase the likelihood that more Americans will engage in public service during their lives. The course will also explore the range of alternatives for public impact, whether through traditional personal volunteering and advocacy, service on nonprofit boards, socially-responsible engagement in corporate careers, social entrepreneurship, or careers in government and nonprofits. In addition, a range of topics will be covered from actors and institutions involved in public service, to the various sectors (public, private and non-profits), public service motivation, careers in public service, leadership, dealing with difficult people, and ethics – all of which will provide a deeper understanding of what it takes to be a good public servant.

The course is designed to inform students and encourage participation in public service as a way to work towards the common good and as a method to fulfill our human desire to make a difference and to improve the conditions of living within the community and society. The course will focus upon the impacts within the community of the diverse alternatives within public service, whether through traditional political participation, personal volunteering, careers in public service, service on nonprofit boards, and socially-responsible engagement in corporate careers. When appropriate, guest speakers will share their personal experiences in these diverse arenas of public service. The course will argue that all citizens have the chance to engage in

public service during their lives – the question is therefore, how to improve the odds that they will both make and sustain their commitment?

### **LEARNING OBJECTIVES**

By the end of this course, students should be able to:

- Seek an understanding of the interdisciplinary nature of public service created by civic engagement between public policy, public administration and community service
- Differentiate among the public, private and non-profit sectors
- Explore and prepare for possible careers in the public service
- Analyze factors that contribute to public service motivation
- Appreciate the challenges and triumphs of working and collaborating with politicians, press, and governing boards
- Understand the challenges and devise ways of dealing with difficult people
- Identify tools for successful leadership
- Develop an appreciation of challenges and opportunities that currently face our diverse society -using the civic engagement and social entrepreneurship lens
- Develop an appreciation of the challenges of the governance process locally, nationally, and internationally.

### **REQUIRED TEXTBOOK AND MATERIALS**

1. Caught Between the Dog and the Fireplug, or How to Survive Public Service by Kenneth Ashworth  
ISBN-10: 0878408479 | ISBN-13: 978-0878408474
2. Krasna, H. (2010) *Jobs that matter: Find a stable, fulfilling career in public service.* Indianapolis, IN: JIST Works. (Virtual copy available vis UTD library)

Other readings as assigned will be posted on eLearning

**INSTRUCTOR’S EXPECTATIONS**

- **Cell phones, laptops and portable electronic devices:** The use of personal electronic devices has become increasingly intrusive and distracting, not only to me, but to the entire class. Because of this, and because this class is discussion-intensive, the use of cell phones, smart phones, iPads or other electronic tablets, iPods, mp3 players, and any other portable electronic devices **is not permitted during class. Please turn them off and put them away.**

If you have a compelling reason as to why you need access to such a device during class, you must discuss this with me in advance. I also discourage the use of laptop computers in class, again due to the discussion-driven nature of the class. If you feel you must use a laptop, your use is restricted **only** to taking notes. You are prohibited from web surfing, emailing, Facebooking, tweeting, checking in on a social media site, instant messaging or chatting, playing games, etc

If you have any questions about permissible use, check with me. Violation of this policy will result in a ban on laptops for the entire class and you will receive an absence for the class during which the violation occurred.

- All writing should use professional language (no slang). Grades will take into account grammar, spelling, and presentation. Papers and other written work must be well developed, logically consistent, and brief (to capture the attention of busy decision-makers, documents must be concise). For example, an “A” paper should have no grammar or spelling errors, be logically presented and easy to follow. All quotations and significant paraphrases should be properly cited – plagiarism **WILL NOT BE** tolerated.
- All assignments **MUST** be turned in/ completed on time for credit. It is your responsibility to make sure that your work is turned in on time.

**GRADING POLICY**

- Weekly participation and discussions – 15 points
- Public Service Video Assignment– 20 points
- Attend a public meeting or a hearing – 15 points
- Preparing for a career in public service – resume and cover letter -15 points
- Quizzes – 15 points
- Midterm exam – 20 points

**Letter Grade Percentage Points**

A+ 97-100	A 94-96	A- 90-93
B+ 87-89	B 84-86	B- 80-83
C+ 77-79	C 74-76	C- 70-73
D+ 67-69	D 64-66	D- 60-63
F 59 and below		

## ASSIGNMENTS

All assignment details are provided in a separate document and also uploaded on eLearning.

## COMMUNICATION

- **E-mail is the best way to contact me** ([meghna.sabharwal@utdallas.edu](mailto:meghna.sabharwal@utdallas.edu)). I check e-mail regularly, but please allow at least 24 hours for a response and please put PA 2325 in the subject line.
- All students must have UTD e-mail account that is checked regularly. E-mail, along with Blackboard announcements, will be the primary method of communication for announcements, schedule changes, and other important information. If you do not regularly check your UTD e-mail, you must have the account forwarded to another account that you regularly check. Please test your forwarding once you have initiated it, as you will not want to miss any communications.

## EXAMS

### Quizzes (15 points)

**Three short quizzes will be administered throughout the course.** There will be 15 multiple-choice questions.

### Midterm Exam (20 points)

We will have a midterm on 10/10. The test is multiple choice with 50 questions. Please bring an 882E scantron for your test (green one).

**There will be no make-ups for midterm and quizzes (except in extenuating circumstances).**

## Topics

### Week 1: 8/22 and 8/24 - Introductions

- Introductions and Syllabus
- Sign-up for assignments
- Read Krasna - Introduction

### Week 2: 8/29 to 8/31 - What is public service?

- Chapters 1 and 2 Krasna

- Federal Service is public service:  
<https://www.federaltimes.com/management/career/2015/05/06/federal-service-is-public-service/>
- Video: Who should take responsibility?:  
[http://www.ted.com/talks/jennifer\\_pahlka\\_coding\\_a\\_better\\_government.html](http://www.ted.com/talks/jennifer_pahlka_coding_a_better_government.html)

**Discussion question:** What is your definition of public service? Does public service matter?

Note: August 31<sup>st</sup> we will have an online discussion on eLearning. We will not meet in-class

### **Week 3: 9/5 to 9/7 - What are public problems?**

- Hal G. Rainey. Chapter 3- What makes public organizations distinctive
- Krasna, pp. 118-130 (“Infrastructure”)
- The emerging fourth sector: <http://www.fourthsector.net/learn/fourth-sector>
- The Case Against Corporate Social Responsibility -  
<https://www.globalpolicy.org/empire/49651-the-case-against-corporate-social-responsibility-.html>
- US GAO – Watch the video [http://www.gao.gov/products/GAO-17-543?utm\\_source=facebook&utm\\_medium=social&utm\\_campaign=dfp](http://www.gao.gov/products/GAO-17-543?utm_source=facebook&utm_medium=social&utm_campaign=dfp)
- Tackling wicked problems: A public policy perspective

**Discussion question:** Can and should private sector corporations perform public service?

**Guest Speaker on 9/5: Beth (Pazar) D’Arcy, Development Associate at Masterplan Consultants**

### **Week 4: 9/12 to 9/14 – Non-Profit Sector**

- Krasna, pp. 144-145 (“Philanthropy/Foundations”)
- Krasna, Chapter 9
- Krasna, Chapter 3

**Guest Speaker: Dr. Sarah Maxwell, Nonprofit Management expert and faculty Public and Nonprofit Management Program, UTD 9/12**

**Quiz 1 on 9/14: Weeks 2, 3, and 4**

### **Week 5: 9/19 to 9/21 – Public Sector Actors and Institutions**

Kenneth Ashworth Pages 1-33 and 89-120

- Working with politicians
- Working with the press
- Relations with the governing boards
- More on governing boards

**Discussion question:** Why should administrators/bureaucrats be concerned about their relationships with politicians, media and the governing boards?

**Guest Speaker 9/21: Samantha Campbell, Community Outreach Manager, Jubilee Park and Community Center, Dallas**

**Week 6: 9/26 to 9/28 – How to Communicate with Diverse Citizens and Groups?**

- A New Kind of Public Service Professional: Possessing Cultural Competency, Awareness, Knowledge, and Skills (chapter pdf on eLearning) by Rice and Mathews
- Why diversity is still exciting: <http://patimes.org/rookie-review-diversity-exciting/>
- Where Police Don't Mirror Communities and Why It Matters (pdf on eLearning)

**Guest Speaker 9/26: Dr. Jonathan Maskaly, Assistant Professor, Criminology, EPPS, UTD**

**Week 7: 10/3 to 10/5 – Citizens and Public Service**

- Krasna, Chapters 4 and 5 -defending people's rights and the environment
- Krasna, Chapter 6 – community development and resources
- Plano, community engagement: <https://www.plano.gov/186/Community-Engagement>

**Guest Speaker 10/5: Shannah Hayley, Director of Marketing and Community Engagement, City of Plano.**

**Week 8: 10/10 to 10/12 – Midterm week**

- Midterm Exam: 10/10
- No class 10/12: Instructor away at the NASPAA Conference

**Week 9: 10/17 to 10/19 – Tools for Successful Leadership**

Kenneth Ashworth Pages 34-81

- Learning from your boss
- Dealing with unpleasant and difficult people
- Subordinate leadership, getting help from above  
Taking the initiative, or risk taking inside the government

**Guest Speaker 10/19: Mark Kerby Berman – Fire Chief, City of Mesquite**

### **Week 10: 10/24 to 10/26 – Leadership Continued**

Kenneth Ashworth Pages 134-151 and 168-177

- Walking with kings
- Delegating, or working for your subordinates
- A few thoughts on leadership
- **Your First 100 Days: Starting Strong as a New Leader in Government:**  
[https://www.bcgperspectives.com/content/articles/public\\_sector\\_leadership\\_your\\_first\\_100\\_days\\_michele\\_flournoy\\_margaret\\_spellings/](https://www.bcgperspectives.com/content/articles/public_sector_leadership_your_first_100_days_michele_flournoy_margaret_spellings/)

**Guest Speaker: Dr. Doug Kiel, professor and leadership expert, Public and Nonprofit Management Program, UTD on 10/26**

**Discussion question:** Is leadership an art or science? What is one characteristic that you believe every leader should possess and why?

**Assignment on attending a public meeting due 10/26**

### **Week 11: 10/31 to 11/2 – Ethics in the Public Service**

Kenneth Ashworth Pages 82-87 and 152-167

- The kinds of pressures and influence used on you
- Ethics and morality in the public service

**Guest Speaker on 11/2: Dr. John McCaskill, professor and ethics expert, Public and Nonprofit Management Program, UTD**

**Quiz 2 on 10/31: Weeks 9 and 10**

### **Week 12: 11/7 to 11/9 – Global Governance and Public Service**

Chapters 7 and 8, Krasna

- Helping the World
- Keeping people Safe
- Kenneth Ashworth – pages 178-184

**Possible Guest Speaker:**

**Week 13: 11/14 to 11/16 - Preparing for a Public Service Career**

Chapters 10, 11 and 12 Krasna

- Chapter 10: Preparing for a public service job search: Resumes and cover letters
- Chapter 11: Identifying public service opportunities: Networking and navigating the application process
- Chapter 12: Launching your public service career: Interviewing, negotiating offers, and getting promoted

**Guest Speaker 11/14: Mr. Ted Benavides (former City Manager of Dallas and current professor in Public and Nonprofit Management at UTD)**

**Career Center – 11/16**

**Week 14: NO CLASS Thanksgiving week (11/20-11/24)**

**Week 15: 11/28 to 11/30- Preparing for a Public Service Career**

**Quiz 3: on 11/28 Weeks 11, 12 and 13**

**Guest Speaker 11/28: Anthony Cao, MPA, Transit Administrator at City of McKinney**

**Resume and cover letter due 11/30**

**Week 16: 12/4 to 12/6 – Final Presentations**

**Public Service: Information and Links**

Several organizations are devoted to promoting public service and recognizing excellence in the new public sector. Please visit their websites to learn more.

**Ash Institute for Democratic Governance and Innovation, Harvard University:** "The Roy and Lila Ash Institute for Democratic Governance and Innovation fosters excellence in government around the world in order to generate and strengthen democracy." The Ash Institute operates the Innovations in American Government program that spotlights public sector excellence every year. The institute also has global programming related to its mission.

<https://ash.harvard.edu/innovations-government>



**The Partnership for Public Service:** "The Partnership works to make the government an employer of choice for talented, dedicated Americans through educational outreach, research, legislative advocacy, and hands-on partnerships with agencies on workforce management issues." Among the other features, this website provides numerous Profiles in Public Service of individuals who have contributed to the public good through their careers, and spotlights the Best Places to Work in the Federal Government.

<https://ourpublicservice.org/>

**USA.gov:** This is the "home page" of the U.S. federal government, with information for citizens, businesses, and travelers on all aspects of the U.S. government and its programs.

<https://www.usa.gov/>

**Governing Magazine Online:** "Governing is a monthly magazine whose primary audience is state and local government officials: the governors, mayors, legislators, council members, program directors, agency heads, policy advisors and other officials spanning the entire range of responsibility for state and local government. They are the men and women who set policy for and manage the day-to-day operations of cities, counties and states, as well as such governmental bodies as school boards and special districts." The website for this magazine offers access to coverage of numerous policy and management issues in state and local public service. The magazine also recognizes Public Officials of the Year and their profiles are available online.

<http://www.governing.com/>

**ICMA, the International City/County Management Association**, develops and advances professional local government management to create sustainable communities that improve lives worldwide. ICMA provides member support; publications; data and information; peer and results-oriented assistance; and training and professional development to nearly 9,000 city, town, and county experts and other individuals and organizations throughout the world. The management decisions made by ICMA's members affect millions of individuals living in thousands of communities, from small villages and towns to large metropolitan areas.

<http://icma.org/en/icma/home>

Volunteering Websites: [http://www.huffingtonpost.com/2014/01/13/volunteering-websites\\_n\\_4551665.html](http://www.huffingtonpost.com/2014/01/13/volunteering-websites_n_4551665.html)

**NOTE: The instructor reserves the rights to make changes to the syllabus**

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**UT Dallas Syllabus Policies and Procedures**

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The information below constitutes the University's policies and procedures segment of course syllabi and may be referenced by faculty members in their course syllabi.

Please use the following permanent address when referring to this page: <http://go.utdallas.edu/syllabus-policies>

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Sharing Confidential Information

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Students considering sharing personal information in email, in person, or within assignments or exams should be aware that faculty members and teaching/research assistants are required by UT Dallas policy to report information about sexual misconduct to the UT Dallas Title IX Coordinator. Per university policy, faculty have been informed that they must identify the student to the UT Dallas Title IX Coordinator. Students who wish to have confidential discussions of incidents related to sexual harassment or sexual misconduct should contact the Student Counseling Center (972-883-2527 or after hours 972-UTD-TALK or 972-883-8255), the Women's Center (972-883-8255), a health care provider in the Student Health Center (972-883-2747), the clergy person (or other legally recognized religious advisor) of their choice, or an off-campus resource (i.e., rape crisis center, doctor, psychologist). Students who are sexually assaulted, harassed, or victims of sexual misconduct, domestic violence, or stalking, are encouraged to directly report these incidents to the UT Dallas Police Department at 972-883-2222 or to the Title IX Coordinator at 972-883-2218. Additional information and resources may be found at <http://www.utdallas.edu/oiec/title-ix/resources>.

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Campus Carry

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The University's concealed handgun policy is posted on the campus carry website: <https://www.utdallas.edu/campuscarry/>

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Technical Support

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If you experience any issues with your UT Dallas account, contact the UT Dallas Office of Information Technology Help Desk: [assist@utdallas.edu](mailto:assist@utdallas.edu) or call 972-883-2911.

UT Dallas provides eLearning technical support 24 hours a day/7 days a week. The services include a toll free telephone number for immediate assistance (1-866-588-3192), email request service, and an online chat service. Please use this link to access the UTD eLearning Helpdesk: <http://www.utdallas.edu/elearning/eLearningHelpdesk.html>.

### Field Trip Policies, Off-Campus Instruction and Course Activities

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Off-campus, out-of-state, foreign instruction/travel, and course-related field trip activities are subject to state law and University policies and procedures regarding travel and risk-related activities.

Detailed information regarding this policy, in accordance to *Texas Education Code*, Section 51.950, can be accessed at the UT Dallas Policy Navigator, <http://policy.utdallas.edu/utdbp3023>, and at <http://www.utdallas.edu/administration/insurance/travel>. Additional information is available from the office of the school dean.

### Student Conduct and Discipline

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The University of Texas System (Regents' Rule 50101) and The University of Texas at Dallas have rules and regulations for the orderly and efficient conduct of their business. It is the responsibility of each student and each student organization to be knowledgeable about the rules and regulations which govern student conduct and activities. General information on student conduct and discipline is contained in the UT Dallas online catalogs (<http://catalog.utdallas.edu>).

The University of Texas at Dallas administers student discipline within the procedures of recognized and established due process. Procedures are defined and described in the Student Code of Conduct, UTDSP5003 (<http://policy.utdallas.edu/utdsp5003>). Copies of these rules and regulations are available to students in the Office of Community Standards and Conduct, where staff members are available to assist students in interpreting the rules and regulations (SSB 4.400, 972-883-6391) and online at <https://www.utdallas.edu/conduct/>.

A student at the University neither loses their rights nor escapes the responsibilities of citizenship. He or she is expected to obey federal, state, and local laws as well as the Regents' Rules, university regulations, and administrative rules. Students are subject to discipline for violating its standards of conduct whether such conduct takes place on or off campus, or whether civil or criminal penalties are also imposed for such conduct.

### Academic Integrity

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The faculty expects from its students a high level of responsibility and academic honesty. Because the value of an academic degree depends upon the absolute integrity of the work done by the student for that degree, it is imperative that a student demonstrates a high standard of individual honor in his or her scholastic work.

**Academic Dishonesty:** Academic dishonesty can occur in relation to any type of work submitted for academic credit or as a requirement for a class. It can include individual work or a group project. Academic dishonesty includes plagiarism, cheating, fabrication, and collaboration/collusion. In order to avoid academic dishonesty, it is important for students to

fully understand the expectations of their professors. This is best accomplished through asking clarifying questions if an individual does not completely understand the requirements of an assignment.

Additional information related to academic dishonesty and tips on how to avoid dishonesty may be found here: <https://www.utdallas.edu/conduct/dishonesty/>.

### Copyright Notice

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It is the policy of the University of Texas at Dallas to adhere to the requirements of the United States Copyright Law of 1976, as amended, (*Title 17, United States Code*), including ensuring that the restrictions that apply to the reproduction of software are adhered to and that the bounds of copying permissible under the fair use doctrine are not exceeded. Copying, displaying, reproducing, or distributing copyrighted material may infringe upon the copyright owner's rights. Unauthorized distribution of copyrighted material, including unauthorized peer-to-peer file sharing, may subject students to appropriate disciplinary action as well as civil and criminal penalties. Usage of such material is only appropriate when that usage constitutes "fair use" under the Copyright Act. For more information about the fair use exemption, see <http://copyright.lib.utexas.edu/copypol2.html>. As a UT Dallas student, you are required to follow UT Dallas' copyright policy (UTDPP1043 at <http://policy.utdallas.edu/utdpp1043>) and the UT System's policy, UTS107 at <http://www.utsystem.edu/board-of-regents/policy-library/policies/uts107-use-copyrighted-materials>.

### Email Use

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The University of Texas at Dallas recognizes the value and efficiency of communication between faculty/staff and students through electronic mail. At the same time, email raises some issues concerning security and the identity of each individual in an email exchange. All official student email correspondence will be sent only to a student's UT Dallas email address and UT Dallas will only consider email requests originating from an official UT Dallas student email account. This allows the University to maintain a high degree of confidence in the identity of each individual's corresponding via email and the security of the transmitted information. The University of Texas at Dallas furnishes each student with a free email account that is to be used in all communication with university personnel. The Office of Information Technology provides a method for students to have their UT Dallas mail forwarded to other email accounts. To activate a student UT Dallas computer account and forward email to another account, go to <http://netid.utdallas.edu>.

### Class Attendance

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Regular and punctual class attendance is expected. Students who fail to attend class regularly are inviting scholastic difficulty. Absences may lower a student's grade where class attendance and class participation are deemed essential by the instructor. In some courses, instructors may have

special attendance requirements; these should be made known to students during the first week of classes.

#### Withdrawal from Class

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The administration at UT Dallas has established deadlines for withdrawal from any course. These dates and times are published in the Comet Calendar (<http://www.utdallas.edu/calendar>) and in the Academic Calendar (<http://www.utdallas.edu/academiccalendar>). It is the student's responsibility to handle withdrawal requirements from any class. In other words, a professor or other instructor cannot drop or withdraw any student unless there is an administrative drop such as the following:

- Have not met the prerequisites for a specific course
- Have not satisfied the academic probationary requirements resulting in suspension
- Office of Community Standards and Conduct request
- Have not made appropriate tuition and fee payments
- Enrollment is in violation of academic policy
- Was not admitted for the term in which they registered

It is the student's responsibility to complete and submit the appropriate forms to the Registrar's Office and ensure that he or she will not receive a final grade of "F" in a course if he or she chooses not to attend the class after being enrolled.

#### Student Grievance Procedures

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Procedures for student grievances are found in university policy UTDSP5005 (<http://policy.utdallas.edu/utdsp5005>). In attempting to resolve any student grievance regarding disputes over grades, application of degree plan, graduation/degree program requirements, and thesis/and dissertation committee, adviser actions and/or decisions, evaluations, and/or other fulfillments of academic responsibility, it is the obligation of the student first to make a serious effort to resolve the matter with the instructor, supervisor, administrator, or committee with whom the grievance originated.

#### Incomplete Grade Policy

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As per university policy, incomplete grades may be given, at the discretion of the instructor of record for a course, when a student has completed at least 70% of the required course material but cannot complete all requirements by the end of the semester. An incomplete course grade (grade of 'I') must be completed within the time period specified by the instructor, not to exceed eight (8) weeks from the first day of the subsequent long semester. Upon completion of the required work, the symbol 'I' may be converted into a letter grade (A through F). If the grade of Incomplete is not removed by the end of the specified period, it will automatically be changed to F.

### AccessAbility Services

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It is the policy and practice of The University of Texas at Dallas to make reasonable accommodations for students with properly documented disabilities. However, written notification from the Office of Student AccessAbility (OSA) is required. If you are eligible to receive an accommodation and would like to request it for this course, please discuss it with your professor and allow one week advance notice. Students who have questions about receiving accommodations, or those who have, or think they may have, a disability (mobility, sensory, health, psychological, learning, etc.) are invited to contact OSA for a confidential discussion. OSA is located in the Student Services Building, SSB 3.200. They can be reached by phone at 972-883-2098, or by email at [studentaccess@utdallas.edu](mailto:studentaccess@utdallas.edu).

### Religious Holy Days

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The University of Texas at Dallas will excuse a student from class or other required activities, including examinations and travel time for the observance of a religious holy day for a religion whose places of worship are exempt from property tax under Section 11.20, of the *Texas Tax Code*.

Students are encouraged to notify the instructor or activity sponsor as soon as possible regarding the absence, preferably in advance of the assignment.

Excused students will be allowed to take missed exams or complete assignments within a reasonable time after the absence: a period equal to the length of the absence, up to a maximum of one week. A student who notifies the instructor and completes any missed exam or assignment may not be penalized for the absence. A student who fails to complete the exam or assignment within the prescribed period may receive a failing grade for that exam or assignment.

If a student or an instructor disagrees about the nature of the absence [i.e., for the purpose of observing a religious holy day] or if there is similar disagreement about whether the student has been given a reasonable time to complete any missed assignments or examinations, either the student or the instructor may request a ruling from the President of UT Dallas or from the President's designee. The chief executive officer or designee must take into account the legislative intent of *Texas Education Code* 51.911(b), and the student and instructor will abide by the decision of the chief executive officer or designee.

### Resources to Help You Succeed

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The Office of Student Success operates the Student Success Center (SSC, <http://www.utdallas.edu/studentssuccess>), which offers assistance to students in the areas of writing, mathematics, communication, multiple science fields, reading, study skills, and other academic disciplines. These services are available through individual and small group

appointments, workshops, short courses, and a variety of online and instructional technologies. All students enrolled at UT Dallas are eligible for these services.

The **Math Lab** gives short-term and semester long support for a variety of introductory and advanced mathematics courses. Students may drop in to visit with a math tutor on a regular basis. Comet card is required.

The **Writing Center** offers a collaborative learning environment for one-to-one and small group assistance with general and advanced writing assignments and overall writing skills. Scheduling an appointment is strongly recommended, but walk in appointments are possible if a tutor is available.

The **Peer Tutoring** program offers free tutoring assistance in multiple locations for many of the historically challenging undergraduate subjects at UT Dallas. Tutoring sessions, offered every weekday on a drop-in basis, are one-on-one or in a small group format. The sessions are designed to meet students' individual questions and needs related to course/subject concepts. All peer tutors are current UT Dallas students who made an A- or better in the course and have a strong faculty/staff recommendation. Students should check the Student Success Center website each semester for subject offerings and session times.

The **Peer-Led Team Learning (PLTL)** program provides an active, engaged learning experience for students who meet in small groups once a week with a Peer Leader who helps guide them through a potentially difficult gateway course. Students that attend sessions regularly typically earn a half to a whole letter grade higher than students that do not participate in the PLTL program.

**Supplemental Instruction (SI)** provides free, peer-facilitated weekly study sessions for students taking historically difficult courses. SI sessions encourage active, collaborative learning based on critical thinking and transferable study skills. SI leaders attend lectures, take notes, and read assigned material just like the enrolled students. Students should check the SSC website for subject and session times.

The **Communication Lab (CommLab)** offers one-on-one and group consultations where you will gain practical feedback for improving oral and group presentations.

**Success Coaches** are available for individual student appointments to discuss study skills, time management, note taking, test taking and preparation, and other success strategies.

The Student Success Center's main office is located in the McDermott Library Building and can be contacted by calling 972-883-6707 or by sending an email to [ssc@utdallas.edu](mailto:ssc@utdallas.edu).